DNA of Leaders
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DNA of Leaders
Leadership Development Secrets

RESEARCH REPORT R-1530-13-RR
by Rebecca Ray, PhD, and David Learmond

Contents
4 Executive Summary
5 Leadership Matters
8 The Best Companies for Leadership
10 Seeking Stronger Strands: The Elements of Leadership DNA
10 A Global Mindset Is the Critical Attribute for Global Leaders
12 Regional Differences Still Matter
14 Latin America
14 Asia
15 Europe
15 North America
15 Determining regional priorities for leadership development
17 Operating Model for Leaders Evolves to “Freedom in a Framework”
17 The Evolution of Leadership Development Programs and Processes
17 Chief executives are helping redefine notions of leadership
19 Charting a new course
20 Leadership Development Programs Are Increasingly Measured by Business Linkage and Impact
21 Closing Thoughts
23 Company Profiles
23 Accenture
24 American Express
25 BASF SE
26 Cardinal Health
27 Caterpillar
29 Coca-Cola
30 General Mills
31 Hewlett-Packard
32 IBM
34 Intel
35 L’Oréal
36 McDonald’s
38 Procter & Gamble
39 Shell
40 Siemens
42 Unilever
43 Wipro
45 Literature Review
66 About This Report
67 About the Authors/Acknowledgments
Executive Summary

Companies known for consistently developing great leaders—whether determined by financial performance, employee metrics, or comparisons with their peers—can be assumed to have much in common:

• a clarity of vision about what strong leaders need to be and to do (both now and in the future) that is intricately linked to core values;
• a deeply involved senior leadership team;
• holistic, systematic processes; and
• dedicated professionals who will lead the hard work of forging leaders in a turbulent environment.

This report is the result of a research study to define the characteristics—the DNA, if you will—of successful leaders. What are the elements of leadership development programs at companies for great leadership? To answer this question, the authors compiled a list of companies that had appeared at least once in the past two years in one of three different rankings of top leadership companies. Of the 60 companies that were identified and contacted using this list, 19 companies agreed to participate in a targeted survey designed specifically for human capital professionals who lead development efforts at their companies. Out of the 19, 17 also agreed to engage in follow-up interviews and provide the basis for case studies. Finally, the authors fielded a different general survey for business-line executives to understand their views on successful leadership characteristics.

Among the 17 companies that fully participated in this study, we found:

• While global thinking/mindset was the attribute they selected as most critical for successful global leaders, collaboration and integrity are also considered critical attributes.
• Regional differences in leadership, while nuanced, still matter. Respondents to the survey indicate integrity and leading change as the top two attributes for regional leaders.

• Based on the case studies, the operating model for leaders, especially for regional ones, has evolved from strict rules to a “freedom in a framework” paradigm grounded in guiding principles to increase local market success and foster an entrepreneurial mindset.
• Leadership development programs and processes are evolving. More specifically, they are being streamlined, simplified, and becoming even more closely aligned with corporate values.
• The success of leadership development programs and processes are increasingly measured by business linkage and impact.

In addition to case studies and a literature review, the report also provides the common characteristics of leadership—the 23 pairs in the DNA helix, if you will—that are easy to describe but difficult to do.

The companies profiled in the case studies have, for the most part, been at this development work for many years, some for well over 100 years. They continually look to improve their leadership development processes, no matter how many accolades they may have received. They are rooted in their organizations’ values, and they are not swayed by passing fads.

While the 17 case study companies are, in many ways, very different, they had surprisingly consistent approaches to development. Most had a solid commitment to experiential learning through action learning projects and simulations designed to provide business experience in a controlled environment. Another commonality was the commitment, including financial and personal support, of senior leadership to the development programs and initiatives in good times and bad.
Leadership Matters

Few would argue that the leadership of organizations does not matter. Few would maintain that having merely competent leaders is all that is needed to compete and win in today’s challenging business environment. And few would gamble the future of their organizations on a throw of the dice when it comes to developing leaders. Certainly none among those human capital executives who lead the leadership development efforts at the 17 case study companies for leaders profiled in this report. Here’s what they know.

1. CEOs believe in the importance of human capital and, in particular, leadership development In this year’s edition of The Conference Board CEO Challenge®, which asks CEOs to rank their top challenges for the coming 12 months, respondents ranked human capital first (Figure 1).

And they act on this belief. Three of the top 10 strategies to address the human capital challenge are directly related to developing leaders, and leaders play a role in several others (Figure 2 on page 6). It is hard to imagine how employees could be retained, developed, and engaged without a cadre of strong managers and senior leaders doing an effective job of articulating strategy, developing talent, ensuring performance, and aligning efforts.

Figure 1
Regional results reflect a global convergence on challenges

<table>
<thead>
<tr>
<th>CHALLENGES*</th>
<th>Global (N=729)</th>
<th>Europe (N=136)</th>
<th>United States (N=138)</th>
<th>Asia (N=395)</th>
<th>China (N=54)</th>
<th>India (N=55)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human capital</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Operational excellence</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Innovation</td>
<td>3</td>
<td>T3</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Customer relationships</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>T5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Global political/economic risk</td>
<td>5</td>
<td>T3</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Government regulation</td>
<td>6</td>
<td>6</td>
<td>2</td>
<td>7</td>
<td>T8</td>
<td>5</td>
</tr>
<tr>
<td>Global expansion</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>T5</td>
<td>T8</td>
<td>7</td>
</tr>
<tr>
<td>Corporate brand and reputation</td>
<td>8</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Sustainability</td>
<td>9</td>
<td>8</td>
<td>10</td>
<td>9</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Trust in business</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

N=Number of overall responses. T=tie. The response rate varies for each challenge.
Each score represents the mean of the ranks given the challenge.

For information about how the scores were created, see “About the 2013 Survey” on page 6, The Conference Board CEO Challenge 2013: Countering the Global Slowdown, Research Report 1523, 2013.

In addition to other countries, the Asia category includes China, India, and Australia.

* Operational Excellence was added to the list of challenges in 2013 to replace Cost Optimization.
Trust in Business was also added in 2013 to replace Investor Relations.
Source: The Conference Board
### Importance-adjusted strategies for managing human capital

<table>
<thead>
<tr>
<th>Importance-adjusted strategies for managing human capital</th>
<th>Global N=545</th>
<th>Asia N=321</th>
<th>Europe N=85</th>
<th>United States N=95</th>
<th>China N=42</th>
<th>India N=42</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow talent internally</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Provide employee training and development</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Raise employee engagement</td>
<td>3</td>
<td>3</td>
<td>T8</td>
<td>4</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Improve performance management processes and accountability</td>
<td>4</td>
<td>7</td>
<td>T8</td>
<td>3</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Increase efforts to retain critical talent</td>
<td>5</td>
<td>4</td>
<td>T5</td>
<td>9</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Enhance effectiveness of the senior management team</td>
<td>6</td>
<td>8</td>
<td>11</td>
<td>8</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Improve corporate brand and employee value propositions to attract talent</td>
<td>7</td>
<td>6</td>
<td>4</td>
<td>15</td>
<td>3</td>
<td>T8</td>
</tr>
<tr>
<td>Hire more talent in the open market</td>
<td>8</td>
<td>9</td>
<td>7</td>
<td>6</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td>Improve effectiveness of front-line supervisors and managers</td>
<td>9</td>
<td>5</td>
<td>16</td>
<td>10</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Improve leadership development programs</td>
<td>10</td>
<td>12</td>
<td>T12</td>
<td>7</td>
<td>14</td>
<td>T8</td>
</tr>
<tr>
<td>Invest in education systems to improve workforce readiness</td>
<td>11</td>
<td>11</td>
<td>2</td>
<td>12</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>Improve succession planning for current and future needs</td>
<td>12</td>
<td>13</td>
<td>10</td>
<td>5</td>
<td>13</td>
<td>T10</td>
</tr>
<tr>
<td>Redesign financial rewards and incentives</td>
<td>13</td>
<td>10</td>
<td>T12</td>
<td>13</td>
<td>6</td>
<td>T10</td>
</tr>
<tr>
<td>Increase diversity and cross-cultural competencies</td>
<td>14</td>
<td>14</td>
<td>T5</td>
<td>T17</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>Promote and reward entrepreneurship and risk taking</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>11</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Expand talent pools by recruiting nontraditional workers</td>
<td>16</td>
<td>16</td>
<td>14</td>
<td>T17</td>
<td>T17</td>
<td>16</td>
</tr>
<tr>
<td>Manage multigenerational workforce</td>
<td>17</td>
<td>19</td>
<td>18</td>
<td>14</td>
<td>20</td>
<td>T17</td>
</tr>
<tr>
<td>Increase the use of contractual or contingent workers</td>
<td>18</td>
<td>T17</td>
<td>19</td>
<td>17</td>
<td>19</td>
<td>T17</td>
</tr>
<tr>
<td>Reduce per-employee costs through renegotiations with unions, freezing compensation, redesigning health and retirement benefits, hiring fewer workers, reducing hours worked, etc.</td>
<td>19</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>T17</td>
<td>20</td>
</tr>
<tr>
<td>Require the use of analytics to articulate the business impact of key human capital initiatives and programs</td>
<td>20</td>
<td>T17</td>
<td>NR</td>
<td>19</td>
<td>16</td>
<td>19</td>
</tr>
</tbody>
</table>

N=Number of overall responses. The response rate varies for each challenge. T=Tie. NR=Strategy was not ranked by any of the respondents.

Source: The Conference Board
2. Quality leadership affects performance  In a study on the relationship between strong leadership and company performance, McKinsey & Company and Egon Zehnder found a correlation of the relative leadership competency ratings of company leaders to market performance (Chart 1).1 The top-performing companies sampled in that study were differentiated by the complexity of their growth strategy. “Dual-growth” companies had multifaceted and dynamic approaches to several sources of business expansion, including developing their portfolio and gaining market share. “Single-growth” companies were mainly concentrated on one source of business growth. The study found that dual-growth companies had noticeably more robust leadership quality than single growth companies.

Chart 1 details dual and single growth companies’ average scores for seven leadership competencies:

<table>
<thead>
<tr>
<th>Competency</th>
<th>Single growth</th>
<th>Dual growth</th>
<th>What is required?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer impact</td>
<td>3</td>
<td>4.2</td>
<td>Continually takes action to add value to the customer</td>
</tr>
<tr>
<td>Market insight</td>
<td>4</td>
<td>5</td>
<td>Looks beyond current context</td>
</tr>
<tr>
<td>Results orientation</td>
<td>4</td>
<td>5</td>
<td>Drives uncompromisingly for higher performance</td>
</tr>
<tr>
<td>Change leadership</td>
<td>4</td>
<td>5</td>
<td>Advocates change</td>
</tr>
<tr>
<td>Team leadership</td>
<td>4</td>
<td>5</td>
<td>Actively involves team</td>
</tr>
<tr>
<td>Collaboration and influencing</td>
<td>4</td>
<td>5</td>
<td>Motivates others to work with self</td>
</tr>
<tr>
<td>Strategic orientation</td>
<td>4</td>
<td>5.4</td>
<td>Defines strategy for own area</td>
</tr>
</tbody>
</table>

The scores are based on appraisals from Egon Zehnder’s in-depth executive assessment programs, which included behavioral interviews, in addition to 360-degree reviews from the leaders’ peers, reports, and supervisor. Higher scores indicate that leaders at the companies had received higher appraisals for the mastery of that competency.

Research conducted in 2012 by Aon Hewitt and The RBL Group identified seven top companies in Europe with leadership practices that develop great leaders: BBVA, L’Oréal, Unilever, ArcelorMittal, Siemens AG, Raiffeisen Bank International AG, and Novartis. The authors determined that organizations making deliberate efforts to develop their leaders are not only surviving in this economic downturn, they are growing. The study researched the top companies for leaders in Europe and identified the factors that allow them to keep the leadership pipeline flowing.2

In examining the leadership development programs at the top five companies on the 2012 Chief Executive magazine list, J. P. Donlon found that the best companies for leaders generate significantly higher market value over time than companies with weak leadership development programs.3

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The Best Companies for Leadership

Just as deoxyribonucleic acid (DNA) is a molecule that encodes the genetic instructions used in the development and functioning of all known living organisms, there are characteristics that define every leader and every company. What’s in the DNA of leaders as they “develop and function”? And how do “best companies for leaders” consistently ensure that these leaders have the right stuff? What’s in the DNA of their leadership development programs?

To answer these questions, we began by determining the companies named in the last two listings for these top three “Best Companies for Leadership” rankings:

- **Top 25 Companies for Leaders** The research for this biennial list, which is released by Fortune magazine, is conducted by Aon Hewitt and The RBL Group. The lists used for this report are the 2009 and 2011 editions.

- **40 Best Companies for Leaders** Research for this annual list, which is created by Chief Executive magazine, is conducted by Chally Group. The lists used for this edition are from 2012 and 2013.

- **Best Companies for Leadership** Research for this annual list is conducted by Hay Group. The lists used for this report are from 2011 and 2012.

While each ranking is conducted by a different research organization and uses different methodologies, they all share several selection criteria in common, including an assessment of the reputation that a company has for developing leaders (an “academy company” that is often the “feeder” pool for the CEOs of other companies), the reported depth of the leadership bench, and financial performance.

For this report, the authors created a list of 60 companies that had at least one mention on one of the six lists (i.e., any of the past two listings for any of the three rankings). After smaller companies with only a regional footprint were eliminated from consideration, the authors reached out to executives at the list companies who have responsibility for leadership development programs and initiatives to ask for their participation in the study. Seventeen agreed not only to complete a comprehensive survey and consent to a recorded interview but to also assist with the creation of a company profile and case study.

The companies who participated in the study are iconic brands that produce everything from the food and beverages we love to the high-speed trains we depend on to get to work to the information superhighway over which we conduct business to the technology that allows a wired generation to function. Some companies harness the natural resources we need to fuel our world and produce chemicals to keep us safe, while others provide the health services that support longer, healthier lives. The profiled companies build the industrial equipment that allows us to grow global cities and tap natural resources. They offer the travel and financial services that support us when we are far from home or looking to plan for the future. They offer sage advice and counsel, as well as products to enhance the natural beauty of people around the world. (See company profiles beginning on page 23 for additional detail on each company.)

To provide additional context, The Conference Board fielded a general survey of business-line executives (and received 92 responses), conducted a comprehensive business review, and, when possible, spoke with program participants recommended by human capital executives. In all phases of their research, the authors looked at the leadership development practices of the case study companies for leaders along these critical details:

- The philosophy underpinning their approach
- The expressed global leadership behaviors, competencies, or attributes
- The differences in behaviors, competencies, or attributes (if any) for regional leadership
- The development practices for global and regional leaders
- Evidence of success and impact of programs and initiatives
Participating Companies
Seeking Stronger Strands: The Elements of Leadership DNA

The research conducted for this report found a number of approaches and methods that are strongly embraced and consistently applied in top companies for leaders. This convergence can be seen in what these companies desire in leaders at global and regional levels, as well as in the ways in which their views of leadership have shifted to ensure success in today’s complex world. And these companies have shaped an evolving approach without disconnecting their respective programs and processes from the core values of the companies.

A Global Mindset Is the Critical Attribute for Global Leaders

In the interviews conducted for this report, human capital executives responsible for leadership development programs and processes at the case study companies revealed that the competencies and characteristics associated with leadership models were remarkably consistent across companies.

Although they may have phrased or defined concepts differently, most human capital executives described their proprietary leadership models as having many of the following competencies and characteristics:

- Global thinking/mindset
- Strategic vision/strategic agility
- Integrity or “living the values”
- A customer focus
- Communication skills
- A drive for results/execution
- Retains and develops talent
- Decision-making skills
- Influencing skills/collaboration
- Leading change

Virtually all of the interviewees cited the importance and foundational nature of their corporate values in their expectations for leaders and, by extension, leadership development. Some cited the strong connection to those corporate values as what sets their leadership development efforts apart.

Survey results showed that human capital executives ranked global thinking/mindset the most critical leadership attribute for their global leaders, followed by collaboration and integrity, which tied for second. When business-line executives were asked to rank the same qualities, integrity topped the list, followed by global thinking/mindset (second) and leading change (third). Both groups of executives ranked retaining and developing talent fourth (Table 1).

Table 1 Critical characteristics/competencies of global leaders as seen through two lenses

<table>
<thead>
<tr>
<th>Business-line executives (N=92) Rank</th>
<th>Human capital professionals (N=19) Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity 1</td>
<td>Global thinking/mindset 1</td>
</tr>
<tr>
<td>Global thinking/mindset 2</td>
<td>Integrity 2 (T)</td>
</tr>
<tr>
<td>Leading change 3</td>
<td>Collaboration 2 (T)</td>
</tr>
<tr>
<td>Retaining and developing talent 4</td>
<td>Retaining and developing talent 4</td>
</tr>
<tr>
<td>Influence 5</td>
<td>Cultural sensitivity / empathy 5 (T)</td>
</tr>
<tr>
<td>Collaboration 6</td>
<td>Learning agility 5 (T)</td>
</tr>
<tr>
<td>Self-awareness 7 (T)</td>
<td>Influence 7</td>
</tr>
<tr>
<td>Openness 7 (T)</td>
<td>Leading change 8</td>
</tr>
<tr>
<td>Entrepreneurial mindset 9</td>
<td>Other 9 (T)</td>
</tr>
<tr>
<td>Creativity 10</td>
<td>Entrepreneurial mindset 9 (T)</td>
</tr>
<tr>
<td>Cultural sensitivity / empathy 11</td>
<td>Focus on sustainability 9 (T)</td>
</tr>
<tr>
<td>Learning agility 12</td>
<td>Self-awareness 9 (T)</td>
</tr>
<tr>
<td>Humility 13</td>
<td>Openness 13 (T)</td>
</tr>
<tr>
<td>Fairness 14</td>
<td>Creativity 13 (T)</td>
</tr>
<tr>
<td>Dedication 15</td>
<td>Dedication 13 (T)</td>
</tr>
<tr>
<td>Focus on sustainability 16</td>
<td>Mobility 13 (T)</td>
</tr>
<tr>
<td>Mobility 17</td>
<td>Humility 17</td>
</tr>
<tr>
<td></td>
<td>Fairness 18</td>
</tr>
</tbody>
</table>

Source: The Conference Board
It is interesting to note that survey responses from business-line executives and human capital executives align on three critical characteristics for global leaders (integrity, global thinking/mindset, and retaining and developing talent) for their top four, but differ on the importance of leading change (ranked third by business-line executives and eighth by human capital executives), collaboration (tied for second in the human capital executive list and ranked sixth in the business-line executive list), and cultural sensitivity/empathy (which tied for fifth in the human capital executive list and was ranked eleventh by business-line executives). The latter result is interesting because both business-line and human capital executives often mentioned cultural sensitivity in conjunction with global mindset in their responses to open-ended questions.

While there are a number of possible interpretations of what constitutes global thinking/mindset, we had a clear sense based on responses to open-ended questions in the surveys that respondents meant an appreciation of, and openness to, ideas and opportunities from diverse cultures, geographies, and markets. One of the more interesting treatments of what constitutes a global mindset is derived from the “global mindset needs assessment” research of Mansour Javidan and Jennie Walker. Their framework defines three core elements (“capitals”) and three corresponding building blocks for each capital:

- **Intellectual Capital**: Global business savvy, cosmopolitan outlook, cognitive complexity
- **Psychological Capital**: Passion for diversity, quest for adventure, self-assurance
- **Social Capital**: Intercultural empathy, interpersonal impact, diplomacy

It is clear from our review of the literature as well as from our interviews that leaders with a global mindset think, feel, and behave differently than those with a predominantly parochial or nationalistic outlook. In this manner, a global mindset can result in an ability to work effectively across cultures, combine perspectives, spot patterns and trends, bring the outside in, and adapt to changing conditions.

The challenge with leadership development approaches is that organizations must both build capacity for the current challenges leaders face and prepare them for the world they will inherit. To do this effectively, organizations must be able to predict changes in geopolitics, economics, demographics, market trends, customer preferences, government regulation, and technology to determine the kind of leaders that will be needed in the not-too-distant future. Getting any one of those assumptions wrong could have a big effect on the organization. Getting leadership development wrong could mean the critical difference between superior performance and mere survival.

So what does the future global leader look like? When asked to anticipate what global leaders will need five years from now, business-line executives participating in the survey wrote in the following:

- “have more global exposure in order to develop a truly ‘global mindset’”
- “be much more culturally aware and inclusive”
- “be more tech savvy”
- “be more comfortable making even faster decisions with less data”
- “be more agile and more adaptive (a ‘chameleon’)”

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**Defining a Global Mindset at Siemens**

“At Siemens, a global mindset is part of the definition of leadership. It is an absolute necessity to think globally. Every business line within Siemens is global; Siemens attracts leaders who are enthusiastic about working on a global scale. A new policy is requiring employees to have lived abroad for an extended period before becoming a division CEO; travel is not sufficient, it is necessary to have practical experience abroad to be a global leader.”

Nicolas von Rosty PhD
Head of Corporate Executive Development

“By collaborating as a global team, your ideas help our company stay competitive and successful.”

Peter Löscher
CEO
Addressing the TT4G “Change Catalysts”
(Siemens talent from emerging markets) in New Delhi

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In their written responses to the same question, human capital executives said global leaders will need to:

- have a “global mindset beyond the home market and country”
- “be more humble and authentic”
- “be more tech savvy”
- “be more of an agile learner”
- “be more able to adapt and lead during constant, fast-paced change”
- “be heavily networked and more of a ‘collaborator’ and a ‘connector’ (an ‘ant’)”

The Wipro Approach to Leadership Development

“Leadership development and continuous learning is integral to the company culture and ingrained in employees starting from “day one.” At Wipro, the approach to leadership development is to equip leaders and future leaders with a “multi-business, multi-function, and multi-geography perspective” through formal and informal learning opportunities and experiential programs. The approach tries to maximize the leaders’ exposure to areas outside of their own in order to create the necessary global mindset to tackle new and unpredictable challenges. The blended approach also sharpens their learning agility and resiliency, while also providing continuous opportunities to understand how to apply the knowledge gained.”

Abhijit Bhaduri
Chief Learning Officer

Table 2 Critical characteristics for global and regional leaders

Results from survey of business-line executives

<table>
<thead>
<tr>
<th>Global (N=92) Rank</th>
<th>Regional (N=92) Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity 1</td>
<td>Integrity 1</td>
</tr>
<tr>
<td>Global thinking/mindset 2</td>
<td>Leading change 2</td>
</tr>
<tr>
<td>Leading change 3</td>
<td>Retaining and developing talent 3</td>
</tr>
<tr>
<td>Retaining and developing talent 4</td>
<td>Collaboration 4</td>
</tr>
<tr>
<td>Influence 5</td>
<td>Influence 5</td>
</tr>
<tr>
<td>Collaboration 6</td>
<td>Creativity 6</td>
</tr>
<tr>
<td>Self-awareness 7 (T)</td>
<td>Self-awareness 7</td>
</tr>
<tr>
<td>Openness 7 (T)</td>
<td>Learning agility 8</td>
</tr>
<tr>
<td>Entrepreneurial mindset 9</td>
<td>Entrepreneurial Mindset 9</td>
</tr>
<tr>
<td>Creativity 10</td>
<td>Openness 10</td>
</tr>
<tr>
<td>Cultural sensitivity/empathy 11</td>
<td>Global thinking/mindset 11</td>
</tr>
<tr>
<td>Learning agility 12</td>
<td>Fairness 12</td>
</tr>
<tr>
<td>Humility 13</td>
<td>Dedication 13</td>
</tr>
<tr>
<td>Fairness 14</td>
<td>Humility 14</td>
</tr>
<tr>
<td>Dedication 15</td>
<td>Cultural sensitivity/empathy 15</td>
</tr>
<tr>
<td>Focus on sustainability 16</td>
<td>Focus on sustainability 16</td>
</tr>
<tr>
<td>Mobility 17</td>
<td>Mobility 17</td>
</tr>
</tbody>
</table>

Source: The Conference Board
However, most of the same respondents cited the need for greater emphasis and support for regional leaders in:

- “building a global mindset”
- “leading change”
- “collaboration”
- “entrepreneurship”
- “transforming leaders into ‘owners’”

Companies can accomplish these tasks by, among other ways, accelerated job placements with specific goals within short time frames, requests to mentor others in different regions, and participation in business projects led by global leaders. In the case of the four multinationals profiled in the box below, regional emphasis does vary in terms of emphasis for regional leader development: at McDonald’s and Siemens, the emphasis is on collaboration; at General Mills, entrepreneurship is considered critical for the development of regional leaders; and while Coca-Cola echoes many of those competencies, it emphasizes the need to develop an owner mindset among its regional leaders.

Other studies, including Fast Track: Accelerating the Leadership Development of High Potentials in Asia, a recent report by The Conference Board, seek to identify leadership development priorities by region by determining the characteristics necessary for success as a regional leader. Regional differences in leadership, while nuanced, still matter, and collaboration, cultural sensitivity, and one’s personal style are critical attributes for regional leaders who look to be successful in current roles but also among those who envision a career move into a global role.

While any compilation of the findings of studies with different methodologies, respondent pools, and timeframes can only be considered a broad indication of trends, there is still value in seeing that many studies share the same conclusions. The various research reports studied for this report shed light on the variations inherent in developing regional leaders.

Leaders Speak Are Regional Leaders Different from Global Leaders?

**McDonald’s**

“In developing their leaders, McDonald’s focuses on what it means to lead in a global organization. Leaders are able to think globally rather than locally, and to view McDonald’s as a global business rather than focusing solely on the local marketplace. To achieve this end, the organization is focusing on improving collaboration across regions to solve business issues.”

**David Small**

Vice President, Global Talent and Leadership Development

**Siemens**

“There are different distributions of capabilities across regions, and it’s constantly changing. As a whole, China seems to need a leadership shift towards strategic innovation. Here, Western leaders still rank higher. However, China rates highly on business results orientation. What is true for both regions is an increasing importance of the ability of collaboration.”

**Nicolas von Rosty** PhD

Head of Corporate Executive Development

**General Mills**

“General Mills looks to developing countries for new insights on leadership. The organization is currently developing businesses in Brazil, China, and India, and is interested in the lessons from these countries that can be applied in developed countries. In Brazil, for example, small business leaders act with a nimbleness and entrepreneurship. Can these qualities be scaled to large organizations? What other lessons can be taken from how Brazilian leaders run their businesses?”

**Kevin Wilde**

Vice President, Organizational Effectiveness and Chief Learning Officer

**Coca-Cola**

“For Coca-Cola leaders, there are a number of factors that mark their success. They possess a world view and have the agility to quickly adapt to different markets and cultures. They champion collaboration and action across multiple key stakeholders, teams, and regions. They are people leaders who understand the importance of building the next generation of leaders. Most importantly, they act like owners who drive our global 2020 vision while remaining locally relevant in order to deliver business results.”

**Terry Hildebrand**

Global Head of Talent and Development
Latin America

Based on two studies of leaders in the region, current characteristics of successful leaders in the region include:\(^5\)

- Strong business acumen
- Integrity
- An open-minded approach
- Ability to deal with ambiguity
- Collaboration skills (especially across business lines)

According to the same studies, leaders view the following as the skills needed for the future:

- Inspire others
- Develop people and manage talent to prepare the next generation of leaders
- Innovate
- Create the “new and different”
- Communicate effectively

Leaders in Mexico, for example, identified *driving and managing change, coaching and developing others, executing organizational strategy, and collaboration* as important characteristics in the past. For future needs, the same group of executives anticipates a need to be able to *identify and develop future talent, drive and manage change, and foster creativity and innovation.*\(^6\)

Asia

In three reports on leadership in the region, the following are described as current characteristics of successful leaders in the region:\(^7\)

- Global thinking and mindset
- Ability to lead change
- Ability to retain and develop talent
- Integrity
- Influence and relationship building skills
- Cultural sensitivity and agility
- Ability to navigate (and make effective decisions in) a VUCA world

As for future skills, the reports only agree on a need for *a greater ability to collaborate and lead innovation.*

The talent shortage is particularly acute in China. With fewer than two decades of globalization experience, Chinese leaders have had few opportunities to develop the skills needed to lead on a global scale or in periods of slow growth. One recent study compared Chinese managers to global standards and found five critical development needs: *business acumen, strategic agility, managing vision and purpose, comfort around higher management, and command skills.*\(^8\) By contrast, leaders in India identified *driving and managing change, identifying and developing future talent, and fostering creativity and innovation* as the top three future skills leaders in the country must possess, which surely reflects the need to take a more active approach to address the talent shortage.\(^9\)


Europe

According to a recent study by The Conference Board, current characteristics of successful leaders in Europe include:  

- Global thinking and mindset
- Ability to lead change
- Collaboration skills
- Integrity
- Influence skills
- Ability to inspire

The same study reveals three critical skills for the future:  

- Retain and develop talent
- Be creative
- Learning agility

Like any other region, Europe is not a monolith. For example, respondents to a 2011 study of leadership in Western Europe said driving and managing change and executing organizational strategy were important for both current and future leaders, but their third-place future skill was building customer satisfaction and loyalty, not the third-place current skill of making difficult decisions.  

In a related survey, respondents from the United Kingdom said driving and managing change, making difficult decisions, and executing organizational strategy were the top three future skills.

North America

The results of three different studies reveal that executives consider the following to be the characteristics of successful leaders in the region:  

- Lead change
- Retain and develop talent
- Collaborate
- Influence
- Learning agility

As for skills needed for the future, the three reports agree on the need to operate with a global mindset and lead innovation. In Canada, leaders identified driving and managing change, coaching and developing others, and identifying and developing future talent as their top three future skills.

Determining regional priorities for leadership development

These results indicate a movement toward the global priorities identified in the survey conducted for this report. In Strategic Leadership Development: Global Trends and Approaches, a 2013 report by The Conference Board, respondents in Europe and Asia ranked global thinking/mindset their second most important leadership characteristic at the present time. In the same survey, respondents from North America ranked it the third most important leadership characteristic over the next five years.  

A number of the respondents in the report also mentioned the need to actively develop global thinking/mindset among North American executives, reflecting both the shift in business to growth markets and the importance of understanding how to do business effectively in markets outside North America.

Collaboration, which was a priority in most regions, was often mentioned by human capital executives in both survey responses and during interviews as a critical element of developing global thinking/mindset. In some respects, it is the leadership skill most removed from a traditional “command and control” approach because it requires leaders to share power, build coalitions, manage divergent agendas, and work within complex interpersonal relationships. The recognition of a need for greater collaboration within and between businesses may have also driven a review of traditional views of successful leadership models and, by extension, leadership development programs. Collaboration is as much a skill as it is a value, and it certainly requires a high level of self-awareness and emotional intelligence for a leader to be effective in its use.

10 Abel, Ray, and Roi, Strategic Leadership Development.
15 Abel, Ray, and Roi, Strategic Leadership Development.
It is not surprising that integrity or building trust are highly ranked priorities for leadership, especially when continuing corporate scandals involving a wide range of issues—phone hacking, food labeling, oil spills, interest rate fixing—are taken into consideration. Leaders must be able to win the respect of employees, stakeholders, and the public at large. According to Graham Dietz and Nicole Gillespie, earning trust is very much about taking the time to establish and invest in personal relationships, demonstrating a capability to do the job, having benign motives, and acting with fairness and honesty. While rules, procedures, and regulations have an important part to play in setting boundaries, it is the personal credibility and trustworthiness of individual leaders that often make the difference, particularly in the aftermath of a crisis.

Leading change is not a new entrant to a list of leadership attributes, and there is no shortage of guides, models, and processes dedicated to the topic. However, leaders still find managing change, particularly a change of cultures, a major personal and business challenge. The reality is that the speed of change, exacerbated by the demands of an increasingly complex world, requires a different focus than even a few years ago. The ability to cope effectively in such a world would seem to be directly linked to the leadership attributes previously discussed: a global mindset, a spirit of collaboration, and a reputation for integrity and fair play. These attributes greatly increase the chances of identifying and applying new approaches and ideas, as well as expanding resources, knowledge, and experience. Creating a culture of openness, transparency, and empowerment fosters change, develops the capability for continual change, and reduces the impact of negativity, cynicism, and resistance to change.

Based on the responses of the executives who participated in the human capital survey and follow-up interviews, it is clear that retaining and developing talent is part of the leader’s charge in our “best in class” companies. Being available, approachable, willing to listen, and prepared to be challenged is all part of the lexicon of leadership in today’s global environment. This can represent a significant logistical challenge for leaders whose responsibilities span multiple geographies, but taking the time to get to know employees as individuals and taking a personal interest in their careers and success can make a critical difference. Business-line executives ranked mentoring the program with the greatest impact of a number of leadership development practices (Table 3).

It is worth noting that some version of the top five practices also appeared, albeit in a different order, in Strategic Leadership Development: Global Trends and Approaches, a 2013 report from The Conference Board.17

It is interesting to note that innovation isn’t mentioned as a current priority in any of the regions, while it is a future priority in three of the four regions. It is, however, consistently ranked as a top current challenge by global CEOs in The Conference Board CEO Challenge survey.18 When interviewed, CEOs participating in the survey cited innovation as a way to drive market share and business growth. Given that innovation requires curiosity, impatience, energy, and dissatisfaction with the status quo, leaders will need to acquire those skills in order to address what is a clear priority among CEOs.

### Table 3
Which leadership development experiences do you believe have the greatest impact for developing leaders?

<table>
<thead>
<tr>
<th>Business-line executives (N=92)</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentoring</td>
<td>1</td>
</tr>
<tr>
<td>Action learning initiatives (business challenges, simulation)</td>
<td>2 (T)</td>
</tr>
<tr>
<td>Rotational programs</td>
<td>2 (T)</td>
</tr>
<tr>
<td>International assignments</td>
<td>2 (T)</td>
</tr>
<tr>
<td>Executive coaching</td>
<td>5</td>
</tr>
<tr>
<td>Informal coaching and feedback</td>
<td>6 (T)</td>
</tr>
<tr>
<td>Participation in taskforce/special assignment</td>
<td>6 (T)</td>
</tr>
<tr>
<td>360 feedback</td>
<td>8</td>
</tr>
<tr>
<td>Executive education/academic university programs</td>
<td>9 (T)</td>
</tr>
<tr>
<td>Focused skill development</td>
<td>9 (T)</td>
</tr>
<tr>
<td>Executive assessments</td>
<td>11</td>
</tr>
<tr>
<td>Experiential learning programs</td>
<td>12 (T)</td>
</tr>
<tr>
<td>Self-directed learning (e.g., eLearning)</td>
<td>12 (T)</td>
</tr>
<tr>
<td>Non-academic external training</td>
<td>14</td>
</tr>
<tr>
<td>Formal internal training</td>
<td>15</td>
</tr>
</tbody>
</table>

Note: Respondents were requested to select their top three.
Source: The Conference Board

16 Graham Dietz and Nicole Gillespie, Building and Restoring Organisational Trust, Institute of Business Ethics, 2011.

17 Abel, Ray, and Roi, Strategic Leadership Development, p. 12.

Operating Model for Leaders Evolves to “Freedom in a Framework”

The operating model for leaders, especially for regional ones, has evolved from one that emphasizes strict rules to a “freedom in a framework” model that uses guiding principles to increase local market success and foster an entrepreneurial mindset. While the need for a global thinking/mindset is vital, we found that our leading companies were not trying to achieve this by putting in place a single model around the world. Instead, their models represent a cultural shift from a rules-based system to a principles-based framework. For example, while McDonald’s has a very strong corporate image and global brand, it has been careful to acknowledge and recognize differences in how leadership development is handled in Europe and Asia-Pacific.

While in a very different line of business, Camille Mirshokrai, managing director, leadership development at Accenture, acknowledges that “geography matters a lot.” Accenture has a strong leadership philosophy with clear values and common processes across 51 countries for identifying high potentials and performance management. The company has, however, stopped short of a single approach to developing leaders. Mirshokrai says, “Leadership development is seen as dynamic as befits a challenging and changing world.”

The idea of a fixed, standardized model of leadership development as no longer appropriate is echoed by P&G. Their philosophy is that instead of seeking “correct” answers regarding developing leaders for the future, the objective is to develop leaders who have the learning agility needed to maneuver in today’s unpredictable world and in the future.

The Evolution of Leadership Development Programs and Processes

As we have seen, global thinking/mindset is viewed as a critical attribute for global leaders. How can companies consistently develop this attribute in their leaders? How can leadership development programs specifically support this objective? The answers can only be arrived at by taking a fresh look at the purpose and design of leadership programs, connecting them directly to core values, and ensuring that they support a holistic business strategy.

Chief executives are helping redefine notions of leadership

Thirteen of the 19 surveyed companies have significantly revamped their leadership programs in the last three years. This change can be seen as a reflection of the importance of adapting talent management processes to changing business strategies and a shifting economic landscape. There has been a distinct shift away from standardized (often external, business school-centered) programs toward customized (often in-house, company-specific) programs that feature action learning as an important component and are tightly focused on nonnegotiable company values. Most interviewees from the case study companies stressed the importance of having senior leaders heavily involved in the design and execution of their programs and, 16 of the 19 human capital survey respondents said their CEOs are highly involved in senior programs.

One example of such a chief executive can be seen at Unilever, where CEO Paul Polman has replaced a decade-old “Competencies for Growth” model as part of a refocus of the company’s business strategy on sustainability. But there are also many others.

Leaders Speak

Relaxing Definitions of Leadership

BASF SE

“The simplified list of eight competencies offers a general guideline for all employees to act as leaders in their own right. However, it’s up to the individual employee to decide what the appropriate behaviors are and how to demonstrate leadership.”

Carsten Haertl
HR Manager, Executive and Leadership Development

Caterpillar

“At Caterpillar, it’s recognized that there are many different types of leaders in all parts of the organization throughout the world. As diverse as they are, the leaders coalesce around three core leadership competencies: vision, execute, and legacy. The competencies create a framework that offers Caterpillar leaders the flexibility to exercise ambidextrous leadership and to shape their leadership capabilities according to the context.”

Christine Kreuser
Global People and Organizational Development Manager
SHELL

To meet the demands of the future and the changing nature of their business, prospective leaders at Shell need to develop the appropriate capabilities to ensure future business success.¹⁹ CEO Peter Voser decided to retire the company’s renowned “Nine Planets” leadership model in 2012 and replace it with four simpler and more intuitive leadership attributes: authenticity, growth, performance, and collaboration.

According to Paddy Coyne, vice president of enterprise learning and leadership development at the company:

We changed our leadership model to reflect the changing footprint and demands of our global business and the increasing shift in our business toward more joint ventures and partnering—often as a minority rather than a dominant partner. Our previous leadership model served us well over the past decade. The new model is forward looking, and it has been very much externally informed (“outside in”), in particular in looking to the nature of our business in growth markets. We have also fundamentally refreshed our approach to developing leaders; bringing an even greater emphasis to development through “in-role” experience, and integrating our talent management and learning activities in this context.

CARDINAL HEALTH

Simplicity and practicality are critical elements at Cardinal Health.²⁰ The company’s mantra “development should be as easy as 1-2-3” means that if one development area is identified, two actions are put together and follow-ups between an employee and his or her manager are scheduled three times a year. The model is organized around “leadership essentials,” which are critical competencies that are aligned with the organization’s core values. The leadership essentials have been defined at every employee level and are expressed in a language that every employee can understand.

Leadership essentials are built on core values, with growth coming from differentiating and innovative strategies. Effective global leadership requires leaders to see the business in a holistic way and be highly adaptable and collaborative. A highly active Talent Council formed of direct reports to the CEO evaluate sponsor programs and mutually agree on highly targeted development plans for senior people.

CATERPILLAR

When Douglas Oberhelman became CEO in 2010, he updated the company’s business strategy.²¹ As a result, the leadership competencies were revisited and redefined to ensure that they would be enabled to execute their strategy effectively. When their leadership development approach was changed to mirror business strategy, the number of competencies decreased from 11 to eight, which enabled a more streamlined approach focused on what the company will need to deliver in the long run.

Christine Kreuser, the company’s global people and organizational development manager, says:

Leadership Excellence in Accountability and Development (L.E.A.D.) is a global program developed by Caterpillar for Caterpillar. With our Values in Action as the foundation, our core programs are designed to ensure that we have leaders and future leaders who are prepared to deliver our strategic imperatives by driving a culture of accountability for results.

“Leaders building leaders” … this way “leaders get great insights too!” It also provides an opportunity for senior leaders to better understand the depth of our leadership pipeline.

“We have had a long string of very good leaders… There’s a heritage here that goes back a long way and it’s around our products and our image… it’s worldwide and it’s global…. deep, deep roots into values.”

Douglas Oberhelman
CEO and Chairman
Caterpillar

¹⁹ The information in this section is based on interviews with Paddy Coyne, vice president, enterprise learning and leadership development, Shell.

²⁰ The information in this section is based on interviews with Carole Watkins, CHRO, and Lisa George, vice president of talent management, Cardinal Health.

²¹ The information in this section is based on an interview with Christine Kreuser, global people and organizational development manager at Caterpillar.
SIEMENS

Siemens CEO Peter Löscher guided a new initiative called “Top Talent 4 Growth” (TT4G) to develop high potentials in emerging markets. He saw a strong need to grow talent in these economic growth regions and to strengthen Siemens’ talent pipeline in order to continually and successfully deliver the three characteristics of Siemens’ value proposition: responsible, excellent, and innovative.

“The program is unique in how it engages participants to collaborate on real Siemens global business challenges and to grow beyond their own business responsibilities. By working on strategic growth topics in international project teams, program participants sharpen their capabilities to lead individually and within a team, which helps them mature as leaders. The best teams, that have also managed to find business sponsors for their proposals, get the opportunity to implement their plans and showcase their results to our CEO.”

Nicolas von Rosty, PhD
Head of Corporate Executive Development
Siemens

Charting a new course

Across most of the case study interviewees, there have been significant, but common, shifts in their approaches in the last three years, as many cited:

• increased sophistication in targeted curriculum offerings for different leadership stages;
• greater emphasis on developing cross-functional and cross-geographical experiences;
• expanded definition of “leader”;
• more “intentionality” with job rotations and experiences;
• more effective ways to foster greater collaboration and networking; and
• new methods of preparation of leaders in this VUCA world.

A common theme from our case study respondents was the very active involvement of leaders in the design and delivery of leadership development programs. In many cases, the CEO and board play a central part in a number of top-level programs that frequently involve extended business projects. For Accenture, “leaders teaching leaders” is so important that it is embedded in their business model, and executive committee members typically spend around 20 days a year as faculty at leadership development programs. At IBM, it is also a core belief that “leaders develop leaders,” and this concept is part of the culture for “IBMers” to give back and help others. “Help IBMers Succeed” is one of nine leadership competencies at IBM. And at Cardinal Health, they truly believe that there are benefits for all participant groups when leaders are actively involved in developing the next generation of leaders.

Based on discussions with executives at case study companies who are responsible for leadership development, it is clear that having executives engage with participants in leadership development programs is not just a one-way street. Senior leaders also get value from understanding different viewpoints from deep inside the organization, and many regard their involvement as part of their own personal development. Senior leader participation also means that board discussions on talent and succession are better informed. When asked what aspects of leadership development they were most proud of, several talent executives reflected positively on the quality and time spent on people discussions at board reviews and in succession management calibration sessions.

A number of companies stressed the importance of bringing the “outside in” when designing leadership programs, reflecting the high value attached to attributes relating to collaboration with suppliers, customers, and other stakeholders in today’s business environment. For some companies, such as Shell, Unilever, IBM, Caterpillar, and Siemens, this philosophy extends to involving external parties in some programs as equal participants for the whole journey, not just as guest speakers.

It is striking that so many companies stressed the importance of a highly customized approach to leadership development, which reflects a trend away from off-the-shelf business school programs toward a focus on action learning. At IBM, executives may find themselves on a four to six week project in another country identifying practical solutions for cleaner water or micro-financing. Tom Vines, vice president, human resources, business and technical leadership says, “People learn most by doing.” He also notes that the value cohorts formed through this action learning approach receive often endures throughout the careers of the participants.

The information in this paragraph is based on an interview with Nicolas von Rosty, head of corporate executive development, at Siemens.
While the research conducted for this report did indicate a shift from a reliance on business-school partnerships, many of the case study companies continue to partner as part of a portfolio of approaches. Caterpillar, for example, has partnered with a number of leading universities around the world, including the Stanford Graduate School of Business, to create a hierarchy of leadership programs—“Paving the Road,” “Powering Up,” and “Diving Deep”—that are designed to meet Caterpillar’s unique needs. Cardinal Health partners with Duke University on INSPIRE, its flagship executive program for high potentials. Hewlett-Packard partners with Stanford University School of Engineering and the Stanford Graduate School of Business on the company’s curriculum for programs on innovation. Wipro and a consortium of companies have partnered with London Business School and Harvard University for leadership development programs.

At Shell, the emphasis has shifted from programs to “in-role” development that emphasizes on-the-job experience, which is further supported by talent conversations and learning programs. At the most senior leadership level, this translates into a 12-month program that has participants work in peer group triads to solve an integrative business challenge from their own area of responsibility. Many of our respondents also mentioned that they have used concepts from the book *The Leadership Pipeline* to focus and target their leadership interventions at key transition points.23

Action and experiential learning techniques help make learning memorable and take people outside of their normal work environment to help them challenge traditional ways of doing things and gain new insights. Using leaders as teachers also allows storytelling to bring company values to life. At Intel, cohorts have evolved into ongoing communities focused on specific issues (e.g., the business applications of gamification). Deb Bubb, executive leadership development director at Intel, explained that while this “was not the result of a grand plan,” the company has been keen to support the natural evolution of these communities across geographies, functions, and business units.

Some companies are increasingly integrating external views and expertise into their leadership development programs. For example, according to Nicolas von Rosty, head of corporate executive development at Siemens, the company has increased the involvement of its customers and other stakeholders in several of its course offerings and events.

**Leadership Development Programs Are Increasingly Measured by Business Linkage and Impact**

Executives in the group of 17 case study companies spoke of developmental programs and initiatives constructed to support larger organizational goals so that development is seen as a natural outgrowth of business activities. In no case is this clearer than in the use of action learning projects that employ company-specific, real-world business issues to cement the linkage between development and business success. In many cases, action learning projects resulted in new product lines, new business development opportunities, or enhanced operational efficiencies. An additional benefit was the greater insight into emerging leaders that senior leaders gained by working with them on projects that, in turn, fueled richer conversations about talent performance.

When asked how leadership initiatives are measured for impact and effectiveness, case study human capital executives cited:

- Business results (financial performance, growth, market share, customer retention, number of patents, stock price, corporate brand and reputation metrics, operational excellence)
- Talent management metrics and analytics
  - YOY improvement in promotion and retention rates; managerial effectiveness scores; percentage of key leadership positions with high-performing leaders; diversity leadership numbers; “depth” of the leadership pipeline; employee feedback via surveys (including engagement); organizational capability assessment; and program evaluations, as well as job movement, placement, and retention of “high potentials.”
  - Delta scores between those who participate in a program versus those who do not.24
  - Succession management (the number discussed for placement in the succession planning process as well as ability to execute succession plan versus deviations).

Human capital executives also cited an increased emphasis on using human capital analytics to define the impact that programs and initiatives have on both individual and organizational levels and the need to frame that impact in business terms that are intricately linked to a company’s KPIs or other commonly embraced metrics.

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24 For example, Cardinal Health’s INSPIRE participants score 10–20 percent higher than nonparticipating vice presidents in the Cardinal Health “Voice of the Employee” survey indexes of employee engagement and manager effectiveness and inclusion.
Closing Thoughts

So what is in the DNA of leadership development at “best companies for leadership”? Every company, every culture, every era has its own unique challenges that make its approach to leadership development a unique blueprint. Just as no two DNA strands are exactly the same, no two leadership development programs are exactly the same. And yet, there are similarities in the approaches, programs, and initiatives of the case study companies for leaders that participated in this report. Here are the 23 values that we have found to be part of the DNA of leadership development at the “best companies for leadership” profiled in this report.

1 Visionary There is clarity and consistency about the kind of leaders they must develop. They review and continually update their leadership models to meet changing business needs, and most (13 out of 19 companies surveyed) have “refreshed” their leadership models within the past three years. They identify, develop, and consistently drive adherence to core behaviors and competencies expected of leaders.

2 Process oriented Successful processes are in place to identify talent early in their careers and they implement programs to increase visibility and identify candidates several levels down in an effort to find high potentials early.

3 Values driven Customized in-house initiatives and programs are focused on action learning, under-pinned by the company’s core values and developed for the individuals they target.

4 Operationally excellent Relentless, continual improvement processes underscore the programs; changes are made to improve quality and impact.

5 Data driven Reliance on data to evaluate success by business results is a hallmark of these companies. They use advanced human capital analytics to determine candidates’ fit for key roles.

6 Collaborative Openness, transparency, and seeking mutual benefit are cherished values, and the companies share programs with customers, suppliers, and other stakeholders to “bring the outside in.”

7 Leader led Senior leaders “own” and “drive” leadership processes and initiatives. Virtually all of the case study companies surveyed reported senior leaders who are “highly involved” in the process in such activities as the initial design of programs, speaking at and/or facilitating programs, serving as a mentor (either formally or informally), serving as a champion for special programs, and participating in succession management conversations.

8 Integrated Leadership development processes and programs are embedded in the organizational DNA and culture, the leadership model is institutionalized, and all internal and external processes are aligned to reinforce (both internally and externally) the organization’s commitment to create a consistent leadership brand.

9 Globally focused There is a mantra of a “global mindset” at all levels and functions, and it is seen as the critical quality for global leaders.

10 Cross-functional Proactive, “intentional” lateral opportunities are used to develop cross-functional capabilities.

11 Diverse There are robust, integrated processes (internally and externally) to identify, recruit, and develop diverse talent; and most companies (14 out of 19 companies surveyed) have different approaches to identify, select, and support women and minorities in their programs.

12 Intentional The use of intentional, systematic, corporate-led activities around the “three e’s” (exposure, education, and experience) for identified talent with active involvement of senior leaders is common.

13 Future focused There is a relentless focus on the future, the companies ensure a sustainable talent pipeline through highly advanced strategic workforce planning (SWP), and there are processes to identify key openings and potential candidates in advance.

14 Mobile The use of global assignments to expose leaders to new regions was common, and several companies now require experience abroad for advancement.

15 Action oriented One of the most common approaches was the creative and consistent use of customized rotations to increase cross-functional knowledge. As leaders move through the ranks, the emphasis shifts to on-the-job and action learning and becomes less reliant on formal or classroom training.

16 Flexible There is targeted support for “leaders at all levels” through different programs, instead of a one-size-fits-all approach through the creation of specific programs for senior executives, high potentials, and lower-ranking employees that span across or within functions.

17 Adaptive Adaption of common best practices to specific organizational needs and business strategies was the preferred mode rather than completely reinventing the wheel.
18 **Holistic** Companies promote a holistic approach to leadership development as an ongoing process, they integrate their leadership development efforts into other elements of talent management and into business strategy (which is the case in 17 of the 19 surveyed companies), and what is done to develop leaders is just as much a part of the organization’s DNA as new product development.

19 **Big** The scale is large enough in terms of employees and global footprint to be able to rotate leaders through cross-functional/cross-regional roles without significant risk to the business.

20 **Mature** For the most part, these companies are long-term players that take the long view. Over the years, they have tried and failed, regrouped and relaunched, and, through it all, remained resilient.

21 **Savvy** They have sophisticated systems and processes but many have, or are in the process of, simplifying and streamlining models and leadership frameworks. In doing so, they have become more focused and targeted.

22 **Bold** These companies are willing to take risks, to be unafraid, and to be different. Rather than being preoccupied by the latest trends, they focus on what’s best for their unique business models.

23 **Humble** These executives are quick to point out that the journey is not finished, they have much to improve on, and they are not resting on past accomplishments but rather striving to better serve their companies and leaders.
Leadership Development Philosophy

Leadership development at Accenture is rooted in their business strategy, brand, and culture: “High performance. Delivered.” Their approach to developing leaders is carried out with long-term business objectives to drive high performance and to ensure strong leadership. Leadership development is seen as dynamic as befits a challenging and changing world. There is a strong emphasis on “leaders teaching leaders” and “action learning.” The Global Management Committee members act as faculty on programs and typically spend 20 days per year on this and coaching activities.

Attributes of a Global Leader

Accenture leaders are developed through a simple, but powerful model. The model, which also ties into the company strategy and objectives, includes three leadership contribution areas: value creator, people developer, and business operator. A common element found across the contribution areas is collaboration, a key driver of leadership development at Accenture. The process to developing leaders is framed as a partnership. For example, leaders are organized by Communities, which facilitates content delivery around Accenture strategic themes and priorities. Communities form a shared medium for Accenture leaders to connect and learn.

Highlighted Program for Global Leaders

Accenture designed a leadership development program specifically focused on current and future front-line leaders responsible for serving clients. The Client Account Leadership Development (CALDev) Program builds leadership capability, sharpens business acumen, and strengthens relationships. Through this program, Accenture is committed to developing client account executives to become true business leaders who work to deliver outcomes for Accenture’s clients, employees, and shareholders.

The program, which runs for six months each fiscal year, provides an opportunity for approximately 100 high potential leaders across Accenture’s growth platforms, operating groups, and all regions to build their client account leadership capabilities. Participants are nominated by their Group Chief Executive through baseline selection criteria. The program focuses on skill building via three primary mechanisms: (1) regionally conducted in-person workshops and virtual sessions, (2) one-on-one coaching with a seasoned Accenture leader, and (3) action learning projects focused on defining innovative solutions to real-world opportunities and challenges.

Success of the program is measured by achieving several outcomes, including:

- increased client accounts in key strategic growth markets over time;
- action learning projects successfully implemented with value derived; and
- increased leadership capability in program participants (measured through the Leadership Survey).

Also included in the success measures are satisfaction scores and feedback from program participants, such as the following:

I have been at Accenture for 20+ years and this course was the standout for me in terms of how valuable it was to me right now where I am in my career (it was very relevant). I was very impressed with the number of Senior Managing Directors and Leadership Team members that gave their time to this week – and not just for their sessions, but who attended the dinners, etc. There was some discussion at the event around whether or not CALDev should be a global or regional experience, though from my perspective, the real value to me came from the small groups and the access that provided me to these Senior Managing Directors. Overall, the content was a great mix of Accenture growth versus personal development; at a lot of training sessions we pay lip service to “what is next” and “what to do differently,” but this program had a real focus to ensure this was not a once-off discussion but a way to plan for the future. I have left more energized and ready to take everything I’ve learned back to my client and our people.
Recent Innovative Change to Leadership Development Program(s)

Accenture exemplifies their company strategy of delivering high performance and technology when they recently designed, developed, and implemented the Accenture Mobile Event Application, which provides a multi-channel platform to support and facilitate the organization and conduct of leadership development events. Through this platform, Accenture can share information with attendees, speakers, guests, and faculty in an efficient, real-time, and essentially paperless way. By providing a multi-channel platform, stakeholders can access important information via tablet, smartphone, or laptop. The Accenture Mobile Event Application is a hybrid app: it offers both the benefits of a mobile website and a native experience.

Prior to a leadership development event, the app provides information regarding logistics related to transportation, accommodations, wi-fi connections, etc. During an event, participants can obtain relevant information, including welcome messages, videos, agendas, participant’s information (i.e. speaker’s or faculty’s bios). It is also possible to use the app to share PowerPoint, PDF, and other files with other program participants. During a session, polls and discussion boards are available to participants to vote and post questions. Evaluation forms can also be created to provide anonymous feedback on the attended sessions.

Recognition


Fortune 25 Best Global Companies to Work For (2011)


To learn more about leadership at Accenture, visit its website:

- Recognition of Accenture as a Global Leader (corporate website)
- Recognition for Being a Good Employer (corporate website)

Leadership Development Philosophy

Innovation is a driving force at American Express, and global leaders who can provide it are essential. In this respect, American Express tries to develop innovative, courageous, and bold leaders who aim to learn, grow, and challenge the status quo. These leaders are future-oriented and try to anticipate solutions to tomorrow’s problems.

Attributes of a Global Leader

At American Express, the criteria for successful global leaders were developed through conversations with top-performing leaders in various regions and levels across the organization. The new global leader thinks beyond his or her own functional or organizational responsibilities by connecting and driving toward the broader business objectives. Global leaders at American Express require a mindset focused on collaboration, learning, engaging, and empowering their teams. The global environment is the new normal. Leaders must be able to lead virtually and consistently and to develop high performing and cohesive teams. Executives should approach talent from a centralized perspective, and not look solely within the business unit. Similarly, a global perspective requires an ability to understand and to integrate external trends into the local strategies and goals.
Highlighted Program for Global Leaders

American Express is in the midst of a profound digital transformation in redefining the global payments business. To get ahead of the changing business environment, American Express wants to ensure its next generation of senior leaders is equipped with a growth mindset, the leadership skills to drive growth, and a focus on collaboration across business lines. With this in mind, American Express identified high potential vice presidents as prospective successors to senior roles within the organization to participate in the American Express Accelerated Leadership Development program (ALD). It is a unique program with sponsorship by the company’s most senior executives, including CEO Kenneth Chenault and President Edward Gilligan.

The program focuses on both group and individual learning to maximize learning opportunities and to develop insights from dynamic learning experiences. The group experiences cover the following topics: growth mindset, collaboration, and transformational leadership. Throughout the modules, participants receive a mix of innovative learning methods that tackle real American Express business challenges. Senior leaders assume coaching roles and participants develop a strong network of peers across lines of business and geographies to help drive greater collaboration across the company. While program participants gain group development experiences, the participants also have the opportunity to hone in on their individual development areas. Each participant undergoes a 360 performance review and receives a highly customized development plan. They are also mentored by a senior leader.

Recognition

Aon Hewitt/The RBL Group/Fortune Top Companies for Leaders (2009)
Fortune 100 Best Companies to Work For (2012, 2011, 2010)
Hay Group Top 20 Best Companies for Leadership (2008)

To learn more about leadership at American Express, visit its website:

- Corporate Responsibility: Leadership
- Our Awards

BASF SE

CEO Kurt Bock

Contacts Michaela Gress-Geimer, Head of Executive and Leadership Development; and Carsten Haertl, HR manager, Executive and Leadership Development

Headquarters Ludwigshafen, Germany

Year Founded 1865
Industry Chemicals

Number of Employees 113,262
FY2012 Revenue $102.19 Billion
2012 Fortune Global 500 62
2013 Fortune Global 500 65

Leadership Development Philosophy

BASF SE’s approach to leadership development stems from their business strategy, “We create chemistry,” which is an overarching frame of building a sustainable future with their products and solutions. The business strategy unites BASF SE employees under a common goal that ties into their belief that all employees are expected to take the lead. Their integrated approach to developing leaders at all levels is closely guided by their Best Team Strategy, which is driven by three strategic directions: excellent people, an excellent place to work, and excellent leaders.

Attributes of a Global Leader

BASF SE truly develops leaders at all levels by establishing the same competencies for all employees around the world. This was established in 2012 when a new and simpler leadership model was created to meet the demands of a sustainable future. The model includes eight competencies based on four core values that are applicable to everyone in the company—from production workers to the board. For BASF SE, it is a drastic departure from their previous model, which was a complex matrix of 11, 14, or more competencies that were further differentiated and divided by organizational level and region. In their new model, they have become more focused on setting a simple but strong foundation for expectations of their employees.

Recent Innovative Change to Leadership Development Program(s)

In adopting a new company-wide leadership model, BASF SE has converged as an entire company to operate under the same frameworks and principles. It is not an easy feat, given their large and diverse operations.
The full integration of their corporate purpose, strategic principles, and values is consistent across the company and it encourages a one company mindset to achieving their goal of a sustainable future.

Recognition
Fortune 25 Top Companies for Leaders (2011)

To learn more about leadership at BASF SE, visit its website:
We create chemistry: Our Corporate Strategy

- Employees

CARDINAL HEALTH

CEO George S. Barrett
Leadership Development Executives Carole Watkins, Chief Human Resources Officer; and Lisa George, Vice President of Talent Management
Headquarters Dublin, Ohio
Year Founded 1971
Industry Wholesalers: Health Care
Number of Employees 31,900
FY2012 Revenue $102.64 Billion
2012 Fortune Global 500 61
2012 Fortune 500 21
2013 Fortune Global 500 56
2013 Fortune 500 19

Leadership Development Philosophy
Cardinal Health adopted the approach that “every employee is a leader.” Two years ago, the organization launched “Leadership Essentials,” which are expectations for Cardinal Health leaders, defined for all types and levels of employees across the organization. The organization believes that as leadership capabilities develop, they foster innovation, strategic vision, and performance. Moreover, the organization’s senior leaders believe that talent is a key to success. The senior leaders at Cardinal Health are consistently involved in the company’s high potential leadership development programs as project sponsors, teachers, mentors, and attendees at networking events.

As a Talent Council, they meet quarterly to discuss talent, and they collaborate to oversee the performance, succession planning, and development of talent across the business formally through talent review.

Leadership development programs are integrated into the fabric of Cardinal Health. They are not isolated, but are rather the cornerstone of business success. Action planning, an employee opinion survey, the organization’s core values, and the Leadership Essentials all link together to drive performance and achieve aligned goals.

Simplicity and practicality are critical elements at Cardinal Health. The mantra “development should be as easy as 1-2-3” exemplifies this, where one development area is identified, two actions are put together, and there are follow-up discussions at least three times a year in coordination between the employee and their manager.

Attributes of a Global Leader
Cardinal Health aims to differentiate itself through adaptive leaders who deliver innovative solutions and deliver exceptional performance, while ensuring they stay relevant in an ever-changing global marketplace. It is an execution-oriented organization, where thinking long-term, getting things done, and making strategic decisions are valued. At Cardinal Health, the global element is a key feature built into its leadership model.

The model is organized around “Leadership Essentials” that encompass critical competencies aligned with the organization’s core values. The Leadership Essentials were developed through a comprehensive process that included interviewing Cardinal Health’s best leaders to identify the behaviors that have led to their success or derailed them, and a study of external best practices. The Leadership Essentials are defined and expressed in language that every employee can understand.

Overarching criteria for successful global leaders include the abilities to be adaptable, think about the business in a holistic way, and collaborate across the organization to create solutions and innovative approaches. At Cardinal Health, there is no differentiation between local and global leaders; everyone around the globe adheres to the same core values and to the leadership essentials.

Highlighted Program for Global Leaders
INSPIRE participants are from the vice president level and are designated as “high potential” when they are selected during the calibrated talent review process.
The program includes one-on-one coaching, “skip level” mentoring circles (vice presidents mentor managers), and action learning projects. Program participants lead action learning projects that address either business challenges generated by senior leaders or their own original project topic that fits within the scope of senior leadership and sponsorship. A “gallery walk” is also set up for displaying the supported projects. This year projects are presented to senior leadership, which could create additional support, resources, or funding.

When leading these projects, participants choose their team mates from other high potential programs for directors and managers, and, in many cases, even from the entry-level professional program. These commissioned teams are invaluable for creating multi-generational, cross-functional, and cross-business experiences for leaders across the company.

The program also includes heavy interaction with Cardinal Health senior executives, who act as sponsors of the action learning projects, advisors, session leaders, and networking event attendees. Panels of program alumni are brought in to meet with the Talent Council (Executive Committee) throughout the year to discuss how they have applied the knowledge gained to modify their leadership approach. Cardinal Health engages a continuous improvement process through feedback to improve the programs.

INSPIRE participants score 10-20 percentage points higher than nonparticipating vice presidents in the Cardinal Health “Voice of the Employee” key survey indexes in employee engagement, and manager effectiveness and inclusion.

**Recognition**

- Chief Executive magazine Best Companies for Leaders (2013, 2012)
- Working Mother 100 Best Companies (2012)

To learn more about leadership at Cardinal Health, visit:

- Leadership Development Program, EMERGE (corporate website)
- 10 Best Companies for Leaders 2012: #8 Cardinal Health (Chief Executive magazine website)
- Cardinal Health – Developing Effective High Potential Talent Management Programs (HRM Today website)

**CATERPILLAR**

**CEO and Chairman** Douglas Oberhelman

**Leadership Development Executive** Christine Kreuser, Global People and Organizational Development Manager

**Headquarters** Peoria, Illinois

**Year Founded** 1925

**Industry** Construction and farm machinery

**Number of Employees** 125,341

**FY2012 Revenue** $60.14 Billion

2012 Fortune Global 500 155

2012 Fortune 500 46

2013 Fortune Global 500 136

2013 Fortune 500 42

**Leadership Development Philosophy**

At Caterpillar, it is recognized that there are many different types of leaders at all parts of the organization throughout the world. As diverse as they are, the leaders coalesce around three core leadership competencies: Vision, Execute, and Legacy. The competencies create a framework that offers Caterpillar leaders the flexibility to exercise ambidextrous leadership and to shape their leadership capabilities according to the context. The competency framework gives room for individual leadership styles to develop while also uniting the leaders under common values and purposes.
Leadership development at Caterpillar takes form in several programs. Although the programs target different groups of leaders, they all have notable similarities. The programs have a common theme: “educate leaders at every level.” The programs stem from the belief that all leaders are not the same. They need different skill sets and knowledge to succeed at various levels of the organization. For this reason, Caterpillar implements role-based leadership development across their programs to customize the learning experience. Leaders are distinguished by the following: New to Role, At Role, and Future Role. At each phase they are supported by peers in addition to the blended academic and action learning offerings from Caterpillar.

Attributes of a Global Leader
Global leaders at Caterpillar undeniably demonstrate ambidextrous leadership when they act as a bridge between regional and global concerns. Ambidextrous leadership relates to the overall diverse leadership styles within the competency framework at Caterpillar, but it also applies to the ambidexterity of switching between regional knowledge and leading globally. Caterpillar leadership at the global level does not operate under a fixed, monolithic vision, but rather within fluidity that takes shape according to the local context.

Highlighted Program for Global Leaders
Digging Deep, Caterpillar’s capstone program, is designed specifically to prepare future Caterpillar leaders for executive level positions. This program, developed in partnership with Stanford Graduate School of Business (GSB), includes five intense, week-long sessions over the course of 12 months with distance learning sessions and project-based work. Each module is held in a different location around the world, allowing participants to experience Caterpillar’s global footprint with an emphasis on growth markets.

To maximize the learning experience, this program invites senior leaders from Caterpillar’s dealers, key suppliers, and customers to join in the learning experience. By engaging the value chain in this customized program and having Caterpillar Officers serve as leader teachers along with the GSB faculty, the academic learning comes alive. Additionally, the relationships forged through the year-long program increase the trust and rapport across the value chain, making business decisions happen more effectively and efficiently.

Recent Innovative Change to Leadership Development Program(s)
In 2010, Douglas Oberhelman entered his role as CEO and he updated the company’s enterprise-wide business strategy. As a result, the leadership competencies were revisited and redefined to ensure that they would be enabled to effectively execute their strategy. When their leadership development approach was changed to mirror the business strategy, the number of competencies decreased from 11 to eight, which enabled them to become more streamlined and focused on what they will need to deliver in the long-run.

Recognition
Hay Group Top 20 Best Companies for Leadership (2008)
To learn more about leadership at Caterpillar, visit:

- Leadership and Technical Development Program (Caterpillar website)
- 10 Best Companies for Leaders 2012: #9 Caterpillar (Chief Executive magazine website)
Leadership Development Philosophy

The Coca-Cola Company deeply understands the need for strong leadership in today’s complex world. The company’s understanding of and dedication to developing leaders stems from a strong legacy of leadership. The company operates in more than 200 countries in the world, and it recognizes that leadership requirements have evolved to be more demanding, and there are higher expectations of leaders in these constantly evolving and challenging times.

It is with this future-oriented outlook that The Coca-Cola Company recently changed their leadership behaviors to reflect what leadership means today. These leadership behaviors are foundational to the company’s approach to developing leaders. The company’s development philosophy is grounded in providing diverse on-the-job experiences combined with formal development, mentoring, and coaching. One of the advantages of being truly global is the richness of situations, challenges, and opportunities that can be leveraged to provide the required diverse experiences. Actively developing leaders allows The Coca-Cola Company to sustain their robust pipeline and continue to deliver global results.

Attributes of a Global Leader

Everyone at The Coca-Cola Company is a leader; as such, everyone is invested with resources and opportunities to develop their skills. While employee ownership and accountability are expected, employees at all levels also assume the global mindset that is pervasive in the company’s initiatives and operations. For senior leaders, there are a number of factors that mark their successes. They have the flexibility and agility to quickly adapt to different markets and needs, while consistently being an activator to keep things moving in various teams, cultures, and regions. They can move between diverse situations and maintain a level of comfort. Most important, they are able to strike a balance between having a global mindset and remaining locally relevant.

Highlighted Program for Global Leaders

An example of providing diverse experiences as part of developing global system leaders is the Don Keough Leadership Academy, which is a formal development program for mid-level leaders. This program gives participants an opportunity to learn to create value with and for customers—with brands, services, people, and the relationships that they build. It is a highly experiential program that consists of a deep dive into three key markets around the globe: one highly developed market (United States), one developing market (Mexico), and one emerging market (India). Each market offers a unique environment in terms of macroeconomic conditions, customers, beverage categories, and consumer tastes and preferences. Participants learn about the markets, core strategies, the nature of the value chain from the customers back through to the supply chain, and critical sustainability efforts, as well as some of the challenges leaders face in the markets and how they are being addressed.

The program combines using leaders as teachers with external experts in critical areas. It also mixes many in-the-market experiences with formal teaching segments and coaching.

Recent Innovative Change to Leadership Development Program(s)

All leadership programs have been evolved to reflect the changes in leadership requirements. Some of the critical requirements that have been built into development programs include the:

- growing importance of golden triangle relationships (governments, communities, business);
- increased complexity of talent management as the war for talent heats up;
- importance of building sustainability fundamentally into company strategies;
- role of social media in all aspects of business;
- growing importance of women in the global economy; and
- greater implications of their evolving customer base.
Recognition

Fortune 25 Best Global Companies to Work For (2012, 2011)


To learn more about leadership development at Coca-Cola, visit:

• Our Company (corporate website)
• Coca-Cola CEO Muhtar Kent Explains Why Everything’s All About Cash (Business Insider website)
• Inclusive Leadership: For Coca-Cola, It’s the Real Thing (EY website)

GENERAL MILLS

CEO Kendall J. Powell

Leadership Development Executive Kevin Wilde, Organizational Effectiveness and Chief Learning Officer

Headquarters Minneapolis

Year Founded 1866

Industry Processed and Packaged Goods

Number of Employees 35,000

FY 2012 Revenue $16.66 Billion

2012 Fortune 500 181

2013 Fortune 500 169

Leadership Development Philosophy

Three themes emerge surrounding General Mill’s leadership philosophy: simplicity, integration, and sustainability. The leadership model revolves around one set of leadership expectations that is consistent around the globe. Each piece of the leadership model is integrated to support the same objectives. In this respect, the entire puzzle is more significant than individual pieces. There is a sustaining effect where senior leaders train and mentor junior leaders, and leadership development efforts are refreshed for every employee across all levels every two to three years.

Attributes of a Global Leader

General Mills puts forth one robust, centralized leadership model. While there are local adaptations for unique markets, there is one set of standard expectations for leaders around the globe. Because of the variations in local tastes and demand, the food business necessitates some regional focus. However, regional leaders must be able to operate on a global scale.

The leadership model was developed by identifying the attributes of successful leaders. In addition, General Mills has conducted a derailment study over the past ten years to determine patterns of behaviors around executives who have not been successful. These attributes are used to focus development training.

Rather than having a high potential program or targeting a select group of employees, General Mills spends resources every two to three years on each employee. For example, General Mills is launching an assessment process for emerging general managers from the United States and other countries. This is a multi-day event that helps to prepare the leadership pipeline and to set rising executives on a course for promotion.

Senior leaders are involved in the process by engaging in a “leaders teach leaders” pattern. Executives guide and mentor junior executives, thus creating a sustaining cycle of development. Moreover, leadership development is tweaked at the top of the organization every two to three years. For the past 15 years, the CEO and senior team determine the themes that drive their leadership culture. They practice and demonstrate these first, thereby creating a role-model effect.

Recognition


Chief Executive Magazine Best Companies for Leaders (2013, 2012)


Hay Group Top 20 Best Companies for Leadership (2009)


To learn more about leadership at General Mills, visit:

• Training and Development (corporate website)
• Kevin Wilde: Providing Food for Thought at General Mills (Chief Learning Officer website)
Leadership Development Philosophy
At Hewlett-Packard (HP), developing and growing leadership is strongly valued and a critical element of the “HP Way Now” cultural ecosystem. This ecosystem integrates and aligns employee’s shared values with corporate objectives and includes five leadership core competencies: Will to Win, Always Accountable, Passion for Customers, Highly Capable and Innovative, and People and Team Developer. These leadership competencies are woven into the HP cultural fabric, so that employees are empowered to lead regardless of where they are in their development.

HP’s leadership development focuses on building deep technical and general management competence by leveraging a variety of experiences, programs, and a comprehensive curriculum, all of which are shaped by long-term perspectives and goals. One of the benefits of being a large, multi-business organization is that HP can provide employees with a unique set of experiences based on function, location, business, and projects that accelerate growth. Leadership best practices are deeply embedded into HP culture, and seen as critical for achieving strong business results. Current and future leaders are equipped with the tools, resources, and ongoing training necessary to successfully lead and drive results.

Attributes of a Global Leader
The career-stage based leadership development model that HP operates is designed to develop leaders throughout their careers, moving them through individual contributor, manager, and potentially executive roles. At HP, it is understood that leaders need different leadership capabilities at various stages in their career. For this reason, it is imperative that future leaders are identified early so that targeted development and training supports general management and technical skill development as well as career growth.

Highlighted Program for Global Leaders
In addition to a core development curriculum for all employees, HP also provides an accelerated development track for identified high-potential employees at each stage of their career: Emerge for individual contributors and supervisors, Engage for managers, Align for directors, Inspire for vice presidents, and Unite for senior executives.

HP’s Align: Accelerated Development for Directors program is designed to quickly advance the knowledge and skills of HP’s best and brightest and to build HP’s next generation of leadership from within.

This six-month program offers participants unique connections and robust learning opportunities with HP leaders, Harvard Business School faculty, and other thought leaders.

Cohorts of 50 diverse high-potential directors in cross-business and cross-geography roles and functions participate in the following core experiential and relationship learning components:

- Leadership assessment
- Executive dialogues
- Leadership and business challenges
- Virtual learning case study and application sessions
- Skills sessions
- Executive and peer feedback
- Networking and collaboration
- Best practices and practical tools

Recent Innovative Change to Leadership Development Program(s)
Leadership development at HP today is designed to provide comprehensive programs in a clear and simple way. In 2012, HP streamlined their leadership competency model from 21 competencies down to five clearly-defined and easily actionable ones. In the past, programs were exclusively for executives. Now, HP’s leadership development model offers a core set of competencies applicable to everyone and supported by detailed curriculums and experiential programs.
HP offers a variety of development strategies to create tailored solutions for leaders that include external development offerings. Recently, HP partnered with Stanford University School of Engineering and Graduate School of Business to produce a nine-month program focused on innovation for mid-level managers.

**Recognition**

Chief Executive Magazine Best Companies for Leaders (2008, 2007)


To learn more about leadership development at HP, visit:

- People Development (corporate website)
- Learning and Development (corporate website)
- Hewlett Packard: a lesson for organizational leadership and management development programs (Examiner website)
- Global Leadership Development: Accelerating Business Transformation at HP (Bersin by Deloitte website)

IBM

CEO Virginia M. Rometty

Leadership Development Executive Tom Vines, Vice President, Human Resources (Business and Technical Leadership)

Headquarters Armonk, New York

Year Founded 1911

Industry Information Technology Services

Number of Employees 434,246

FY 2012 Revenue $104.5 Billion

2012 Fortune Global 500 57

2012 Fortune 500 19

2013 Fortune Global 500 62

2013 Fortune 500 20

Leadership Development Philosophy

IBM’s leadership development philosophy is deeply rooted within IBM’s Values of dedication to every client’s success, innovation that matters for the company and for the world, and trust and personal responsibility in all their relationships.

These values are supported by nine leadership competencies:

1. Partner for client’s success
2. Embracing challenge
3. Collaborate globally
4. Act with systemic perspective
5. Build mutual trust
6. Influence through expertise
7. Continuously transform
8. Communicate with impact
9. Help IBMers succeed

The competencies were developed through interviews and an analysis of the attributes possessed by top achievers. This uniform approach ensures that all employees develop the same core leadership competencies.

The leadership competencies, along with a formal leadership framework, help guide the execution of educational programs as well as leadership experiences and exposure. In particular, the leadership framework outlines how leader behaviors influence the organizational climate, climate in turn creates employee engagement, and, when taken together, they produce business results.

This philosophy is further underpinned by the principle of “leaders developing leaders.” This calls for direct involvement of IBM leaders in the entire leadership development lifecycle. Giving back and helping others thrive is a key part of IBM’s success.

Attributes of a Global Leader

IBM is a global enterprise, whose global clients are increasingly demanding global solutions. A global mindset is critical, and it pervades all employees and offices. The successful global leader of the future will be able to lead in a social, world-conscious, and analytics-driven environment. Conventions once universally held are giving way to new perspectives, new ways of working, and new solutions across industries and markets.

IBMers are global professionals and global citizens and therefore display attributes that:

- Foster collaboration within and between teams
- Develop and leverage networks across disciplines and cultural boundaries
- Leverage IBM’s collective intelligence and capabilities
- Take collective action
IBMers think and work shoulder to shoulder with others—across the boundaries of teams, disciplines, organizations, countries, and cultures—to achieve the right outcome. As the human dimension of a globally integrated enterprise, IBMers build networks of experts and encourage colleagues to use the collective intelligence of their network not only to get work done, but to identify what needs to be done and to take collective action. They see networks of global citizens beyond collections of individuals, but as a collective leadership force creating the full promise of IBM to transform the marketplace, society, and the world.

**Highlighted Program for Global Leaders**

IBM engages its leaders in numerous programs and leadership experiences to further enhance their global mindset and cultural diversity, including through the Global Enablement Team (GET) Program. GET focuses on the expansion and development of growth markets. It aligns five-member senior executive teams with Country General Managers and their leadership team to create a two-way development experience. The objectives of the program are to:

- Enable country leaders to align IBM to their country’s national agenda.
- Accelerate growth in market share and revenue by providing strategic thinking, mentoring, networking, and execution support.
- Enhance and accelerate development of a new generation of leaders that possess global mindsets and high degrees of cultural adaptability.

GET, launched in 2008, has proven to be extremely successful and was honored by *Fortune* and Aon Hewitt as a world-class leadership development program. One country general manager shared, “My colleagues see that senior leaders care about our country [through] human presence.” The impact of the program on Senior Leaders is illustrated in the following GET Member quote: “As a GET mentor, I feel I have learned more from my mentees than they have learned from me.”

**Recent Innovative Change to Leadership Development Program(s)**

IBM prides itself on being a leader in innovation. Innovation is embedded as an IBM value and this attitude also drives ongoing review of the entire integrated, end-to-end business and technical leadership process. As a result, leadership development programs are continuously being adapted, and aspiring to new and innovative ideas and outcomes. The **Corporate Services Corps** is an example of IBM’s innovative approach to developing leaders. The Corporate Service Corps was launched in 2008 to provide IBMers with high quality leadership development, while simultaneously delivering effective problem solving for communities and organizations in emerging markets. The program empowers IBM employees as global citizens by sending groups of 10 to 15 individuals with ranging skills from different countries to an emerging market for four week community-based assignments. During the assignment, participants perform community-driven economic development projects, working at the intersection of business, technology, and society.

Another illustration of innovative leadership development is found in the **General Manager Leadership Development Program (GM LDP)**. Candidates with previous leadership and global experience are selected and presented with opportunities to thrive in an intense team atmosphere. In less than five years, program participants rotate through assignments designed to accelerate advancement to key profit and loss positions around the globe. Rotations through varied business units such as Consulting, Business Development and Sales, and Corporate Functional Assignments offer insights into different roles and functions. A current GMLDPer said, “This program at IBM distinguished itself from others with its length in rotations, giving me the assurance that I would be able to not only learn about IBM’s diverse business lines but also truly make an impact in each of my rotations. This is a unique combination of leadership development, hands-on skills education, and international experience.”

**Recognition**


Chief Executive Magazine Best Companies for Leadership (2013, 2012)


Workforce Magazine Optimas Global Outlook Award (2010)
To learn more about leadership development at IBM, visit:

- Leadership Development (corporate website)
- Program Details: Training and Leadership Development (corporate website)
- General Management Corporate Leadership Development Program (corporate website)
- 10 Best Companies for Leaders 2012: #2 IBM (Chief Executive magazine website)
- How to Win Friends and Train Leaders in Global Markets? Just Follow IBM (Forbes website)

INTEL

CEO Brian Krzanich
Leadership Development Executive Debora Bubb, Executive Leadership Development Director
Headquarters Santa Clara, California
Year Founded 1968
Industry Semiconductors and Other Electronic Components
Number of Employees 105,000
FY 2012 Revenue $53.3 Billion
2012 Fortune Global 500 173
2012 Fortune 500 51
2013 Fortune Global 500 208
2013 Fortune 500 54

Leadership Development Philosophy

Intel’s bold vision—to create and extend computing technology to connect and enrich the lives of everyone on earth—makes this an exciting time for leadership at Intel. The company’s executive leadership development system aims to deliver the extraordinary leaders and unparalleled leadership needed to meet the company’s challenging business goals and realize its vision. Intel values and promotes leadership at all levels, which is evident in the company’s heritage of strong leadership development, but especially in how leadership at Intel complements the strong and vibrant culture that permeates the organization.

Intel expects executive leaders to create the best strategies and develop the people and organizations who will deliver the results needed. To enable those capabilities, the Intel leadership system is an integrated blend of offerings—from assessments to elite university partnerships, from custom programs to communities of support—designed to develop world-class leaders with the business and technical acumen that Intel needs now and in the years and decades ahead. The leadership development system is fueled by the visible and vocal support of Intel’s CEO Brian Krzanich and President Renée James.

Attributes of a Global Leader

At Intel, everything about leadership and development begins with the business. Leadership development is integrated with the processes of strategy creation and execution. The computing industry has never been more complex or competitive, so Intel’s executive leaders must offer an inspiring vision with clear direction by using outside-in and inside-out market sensing skills to create and shape markets in often ambiguous environments. They must also lead with the kind of cross-company urgency that inspires others to act the same. Intel leadership development programs incorporate community-based leadership and networking to simultaneously facilitate cross-functional connections and knowledge sharing.

Highlighted Program for Global Leaders

Among Intel’s wide-ranging programs for executive leadership development, several examples stand out:

- A strong foundational curriculum includes such well-tested and popular offerings as “Strategy and Action,” a four-day workshop on formulating and implementing strategy led by a professor from Stanford Graduate School of Business, and “The Leadership Challenge,” a two-day workshop (based on the book of the same name by Jim Kouzes and Barry Posner) that focuses on the five practices that characterize leaders who achieve extraordinary accomplishments in organizations.

- Intel’s Executive Coaching program enables high-performing leaders to discover and achieve even greater levels of performance by working with an outside executive coach to expand self-awareness, building a strong leadership presence, and developing solutions to specific leadership challenges. A parallel program offers mid-level leaders and managers trained coaches to build capabilities and to close skills gaps.

- In 2011 Intel held its first global Leader Summit, a three-day gathering of about 800 top leaders focused on strategic alignment, advanced leadership capabilities, and community-building. Featuring a keynote-speaker mix of outside thought leaders and Intel executives, the summit prompted the creation of an internal website called “Leader Connection” that served both to reinforce the experience for summit participants and to extend the strategy and capability offerings to another 3,000 leaders across Intel. The summit became an annual event and the website has continued to evolve as a resource for video/
online development modules in Strategic Alignment, Change Leadership, Disciplined Collaboration, and other capabilities. The site also serves as an important connection tool for communities of leaders united by background or experience (e.g., New-to-Intel Leaders, the Intel Network of Executive Women, and alumni of the Leadership in Action program).

Recent Innovative Change to Leadership Development Program(s)

Intel has a number of exciting recent developments, including such region-specific programs as their European Action Learning Program and China Accelerated Leadership Program, as well as programs of executive assessment and development that are focused on specific business groups targeting new market opportunities. These innovations are strong examples of Intel's development philosophy that “everything begins with the business”—in their focus on the business environment, market challenges, and strategic requirements that leaders encounter in specific regions or sectors typifying the complexity and change of today's marketplace.

Recognition

Aon Hewitt/The RBL Group/Fortune Top Companies for Leaders (2011, 2009)

Fortune 100 Best Companies to Work For (2012, 2011, 2010)


Hay Group Top 20 Best Companies for Leadership (2010, 2008)


To learn more about leadership development at Intel, visit the company's website:

- Rotation Programs: Accelerated Leadership
- Intel Ranks in Global Top 25 for Developing Leaders!

Leadership Development Philosophy

Leadership development at L’Oréal is driven by their century-old values that continue to resonate throughout the company today. They are: Passion, Innovation, Entrepreneurial Spirit, Open-mindedness, Quest for Excellence, and Responsibility. To put it simply, the L’Oréal approach to leadership development is one that values leadership diversity and gives room for leadership to take the shape of the individual's personality. Leadership or management capabilities are not considered a set of tools, techniques, or competencies to be developed, although L’Oréal has a leadership model with seven macro competencies and 22 dimensions. While the model isn’t proposed as an obligatory standard or performance metric, it is a highly customizable framework that establishes a common vocabulary to foster development and feedback. L’Oréal has great respect for individuality. They trust that leadership capabilities should be supporting the diverse personalities and abilities, and not the other way around.

Developing leaders from within is another long tradition that distinguishes L’Oréal leadership development. Leaders are built from within, in a way that aligns with their beauty business and industry. However, it could be argued that developing “business acumen,” and in-depth industry knowledge do not capture what L’Oréal leaders recognize to be their objective and legacy. Rather, L’Oréal leaders are characterized by their expertise of métier, which could be equated with “business acumen,” but as described by David Arnéra, deputy-director of learning for development corporate, it loosely translates to be a type of craftsmanship that is transferred from generation to generation. For L’Oréal, leadership goes beyond their profession—it is their life’s work.
Attributes of a Global Leader

A global leader at L’Oréal is someone who contextualizes for the world their mission to provide “Beauty for All.” CEO and Chairman Jean-Paul Agon’s strategy of the universalization of beauty doesn’t imply defining beauty as a homogenous aesthetic or philosophy. L’Oréal leaders strive to deliver beauty in the increasingly global and interconnected world in a way that advocates for “globalization without uniformization.” Because the L’Oréal beauty business is intimately tied to culture, a leader must be able to create a balance between local relevancy and global leverage through a genuine understanding of their culture and others. For example, as a French company conducting business in India, where there are many diverse cultures and meanings, the global leader at L’Oréal has to truly and deeply appreciate what beauty means in an Indian context in order to succeed.

Highlighted Program for Global Leaders

The Senior Executive Forum is a yearly event organized by the Executive Committee (ExCom) to symbolically welcome leaders to the Senior Executive Group. The forum aims to empower executives to personally endorse and integrate L’Oréal’s business strategy into their leadership attitude. In addition, the forum also encourages leaders to elaborate strategic responses to future business challenges. Overall the forum lasts nine days and it incorporates a task force that involves 40 participants from all over the world, including ExCom members, professors, speakers, and company leaders. The program is run in partnership with the European Centre for Executive Development (CEDEP).

Recent Innovative Change to Leadership Development Program(s)

A new L’Oréal program called “Transition from Management to Leadership” was recently piloted. In the context of their universalization strategy and their move toward becoming a multipolar organization, this program is their first initiative within a new leadership platform that aims to develop new competencies needed to manage L’Oréal’s new challenges. It specifically supports the development of high-level leadership skills and capabilities required as a managers and leaders of multiple business units.

The program is implemented in partnership with Turning Point, a French leadership development and executive coaching organization. The length of the program is four to five days, and it was designed with a coaching-based pedagogy.

Recognition

Aon Hewitt/The RBL Group/Fortune 25 Top Companies for Leaders (2011)

Chief Executive Magazine Best Companies for Leaders (2007, 2005)


Hay Group Top 20 Best Companies for Leadership (2007, 2005)

To learn more about leadership development at L’Oréal, visit:

- 2012 Annual Report (corporate website)
- Our Mission (corporate website)
- Our Values (corporate website)
- Corporate Development (corporate website)
- Lessons from Great Global Companies: 10 Strategic Trends in L&D, Leadership & Talent (SA Board for People Practices website)

McDONALD’S

CEO Donald Thompson

Leadership Development Executive David Small, Vice President, Global Talent and Leadership Development

Headquarters Oak Brook, Illinois

Year Founded 1955

Industry Food Services

Number of Employees 1,800,000

FY 2012 Revenue $27.6 Billion

2012 Fortune Global 500 410

2012 Fortune 500 107

2013 Fortune Global 500 423

2013 Fortune 500 111

Leadership Development Philosophy

As the world changes and new business challenges arise, McDonald’s needs leaders who can inspire and guide the system to new heights. McDonald’s future success requires leadership not just in management roles, but at all levels of the organization. There is an expectation that every employee demonstrates leadership, no matter the level or position.
The leadership behaviors required at different levels in the organization are clearly communicated and supported by development resources and programs designed for each level.

**Attributes of a Global Leader**

In developing their leaders, McDonald’s focuses on what it means to lead in a global organization. Their leaders are able to think both globally and locally, and to view McDonald’s as a global business rather than focusing solely on the local marketplace. To achieve this end, the organization is focused on improving collaboration across regions to solve business issues.

After 2003, McDonald’s revamped its leadership development model, significantly improving the overall quality of leadership across the organization. The changes to their model are based on a list of eight key leadership competencies, which were carefully selected and narrowed after a critical-skills analysis. Employees are evaluated based on their performance and demonstration of these eight competencies within their respective leadership levels.

Accelerated leadership development programs aim to strengthen the future enterprise-level leaders. McDonald’s has been focusing investment on high potential leaders. Development is emphasized for high potential directors, senior directors, and officers in order to prepare the talent pipeline for the future top 200 officer positions and top 20 enterprise-level positions.

**Highlighted Program for Global Leaders**

In McDonald’s Accelerated Director Program and Accelerated Officer Programs, candidates are identified during their regional Talent Roundtables. Candidates have a track record of high performance, learning agility, and a desire to lead. There is also evidence that the participants have the ability to be successful in the next two levels within the organization.

Once accepted into the programs, director participants experience 20 days of classroom participation over a nine month period. In the director program, sessions One and Four occur in a global cohort; sessions Two and Three occur in a regional cohort.

Officers participate in 18 days of classroom learning over six months. In the Officer program, all three sessions occur in a global cohort. Participants are involved in:

- Assessment and executive coaching
- Peer coaching
- Action learning with a business issue
- Exposure to senior executives
- Leadership dialogues
- External thought leadership
- Market visits
- Business strategy
- Cross functional learning

**Recent Innovative Change to Leadership Development Program(s)**

In 2011, McDonald’s launched a *Student of the Business* series. These 90 minute webcasts, led by senior leaders, give directors and officers insights into the business of McDonald’s. Recent topics include: *Burgernomics: How McDonald’s Makes Money, How Wall Street Views McDonald’s, and McDonald’s Strategy*.

McDonald’s continues to evolve into offering more resources for on-the-job development. In 2012, McDonald’s published a print and online internal resource guide offering robust resources for on-the-job learning to meet each of the eight leadership competencies.

McDonald’s also continues to ensure a linkage between business strategy and leadership development. In 2013, McDonald’s launched a four day officer business simulation to give senior leaders exposure to the extensive complexity of McDonald’s business.

**Recognition**

- Chief Executive Magazine Best Companies for Leaders (2013, 2012)

To learn more about leadership development at McDonald’s, visit:

- Leadership Development (corporate website)
- McDonald’s Recipe for Success Brought New CEO to the Table (Forbes magazine website)
- McDonald’s Recipe for Success (Training magazine website)
### Leadership Development Philosophy

Leadership development at The Procter & Gamble Company (P&G) is recognized as a critical strategic business imperative. The process of developing leaders is not regarded as a separate process outside of managing and growing the business. Having strong and effective leaders is integral to not only how P&G sets and delivers their business goals and strategies, but it is also deeply woven into their company identity and culture. It is evident in the values that guide their collective purpose of improving the lives of the world’s consumers: trust, integrity, ownership, leadership, and passion for winning. These values establish a culture where developing leaders comes naturally at P&G. Embedded within the leadership category are the P&G five E’s of leadership: envision, energize, enable, enroll, and execute.

P&G’s consistent commitment to developing leaders may have deep roots in their company strategy and corporate values, but it is also apparent that P&G leaders are personally dedicated to building leaders from within. P&G leaders feel a sense of ownership for developing their people, and their involvement directly contributes to the environment in which leaders can thrive. Laure Mattimore, Director of Leadership Development, confirms that at P&G they “role model at the top and develop people from the bottom.”

### Attributes of a Global Leader

At P&G, it is accepted that there are no correct answers on how to develop leaders to take on tomorrow’s unknown challenges. Instead, one of the objectives of leadership development is to prepare leaders who can maneuver in the unpredictability of today’s world. Leaders at P&G are developed to be agile and to have strong learning abilities in order to be well-positioned to lead in the unknown. P&G leaders are also developed to have continued domain knowledge and business expertise, while at the same time gaining versatility with broader business experience. The leadership development programs seek to strike the appropriate balance between developing leaders with deep domain mastery (e.g., in a particular brand, category, or market), as well as breadth of experience (e.g., country/geography, function, consumer categories).

However, there are several approaches to building these complex skills over time at P&G. Firstly, they set out to identify high potentials earlier in their careers so they can give the high potentials the level of experience they need and are capable of. Additionally, P&G has become more deliberate about rotating leaders across different internal businesses and functions. These rotation programs offer leaders the opportunity to become more multidisciplinary in their perspectives and problem solving.

### Recognition

- Chief Executive Magazine Best Companies for Leaders (2013, 2012)

To learn more about leadership development at P&G, visit:

- Leadership Development (corporate website)
- Values-Based Leadership (corporate website)
- Former P&G CEO: What Companies Get Wrong (Wall Street Journal website)
- 10 Best Companies for Leaders 2012: #1 Procter & Gamble (Chief Executive magazine website)
- Procter & Gamble Voted Top Company for Leadership Development (Russell Reynolds Associates website)
- Leadership Development: P&G’s Technical Career System (corporate website)
Leadership Development Philosophy

Shell’s Leadership Attributes, which include authenticity, growth, performance, and collaboration, are accompanied by a fully integrated talent management ecosystem that promotes leaders to be personally involved in and accountable for developing others. In the past, people development was overshadowed by the exceptionally effective processes and leadership programs. Personal investment and commitment was not highlighted as equally important components of developing others. In the company’s “refresh” of their leadership development strategies, leadership capabilities do not originate solely from programs, nor could the programs act as a substitute for actual people development. The emphasis has shifted to “in-role development,” which highlights on-the-job experience that is further supported by talent conversations and learning programs. It is by engaging leaders in every step of the process that Shell will uphold true, sustainable leadership in the future.

Attributes of a Global Leader

Shell is renowned for their success in developing quality leaders, as evidenced by their significant business and organizational achievements. For about 12 years, their leadership development model was organized around the “Nine Planets,” which consisted of nine streamlined, company-wide competencies. The model had sophisticated assessment and development programs that were highly regarded across the organization.

However, in looking toward the future and the changing nature of their business, prospective Shell leaders need to be developed with the appropriate skills and opportunities to ensure future business success. It is with substantial strategic planning that CEO Peter Voser decided to retire the Nine Planets model in 2012 and replaced it with four current simpler and more intuitive Leadership Attributes. This “refresh” of Shell’s leadership development is a bold decision given how powerful the Nine Planets programs were. Nevertheless, the timing was right for them to improve upon their previous model and work to achieve the next pinnacle in developing the best leaders.

The method and approach to developing the Shell leadership model differed from how the Nine Planets came to be. The Planets were largely generated inside out, which meant they were created internally based on existing ideas of leadership and tested out. In the refresh, the new model was generated outside in, where extensive external research contributed to their recalibrated leadership attributes. The process of developing leaders was heavily informed by external influences, particularly in the emerging markets where Shell anticipates their presence to continue to grow.

Recent Innovative Change to Leadership Development Program(s)

Shell’s global leadership development programs now form part of a fully integrated “ecosystem for development,” which means that the programs’ sole purpose is to accelerate leaders’ in-role development. This has caused a significant change to the structures and formats of the programs, with a heavy emphasis on application to real-world experience and a high degree of involvement in the learning process of the leaders’ managers and teams.

Leadership development programs generally fall into two categories. The first category contains the backbone of Core Leadership Programs, which supports all leaders who recently made a transition into one of four contexts: Leader of Teams, Leader of Communities, Strategic Leaders, and Broad Integrative Leaders. The second category includes an expanded range of Targeted Programs that address the capability needs of specific segments of leaders (e.g., Leading in a China Context and Joint Venture Board Governance).

Highlighted Program for Global Leaders

An illustration of the nature of Shell’s leadership programs is the “Broad Integrative Leader” program, which is designed for the company’s most senior leadership group. These leaders are each accountable for a global business, and their distinctive role is to orchestrate and lead business delivery across complex value chains within and beyond the company. The program is staged over 12 months with extensive involvement from the CEO and his team as teaching faculty, coaches, and sponsors.
Individuals within a cohort of 15 participants each select an “integrative business challenge” from their own area of accountability, and they apply concepts from a range of face-to-face and virtual forums to stretch their leadership in pursuit of delivering the challenge. Participants work in peer-group triads to support and challenge each other’s development, and can select from a range of external opportunities to tailor their development program.

Recognition

ASTD BEST Award (#1 in 2011 - Shell Oil Company - Jiffy Lube International)


Hay Group Top 20 Best Companies for Leadership (2011)

Leadership Development Philosophy

Siemens’ leadership development philosophy is closely aligned to the company’s value proposition. Siemens’ values—responsible, excellent, and innovative—have been the basis for its entrepreneurial success story of over 160 years. The three values are inseparable from the company identity and all its leadership development efforts. They provide orientation and guide decision making.

For Siemens, “responsible” means that their managers and employees are committed to ethical behavior and take responsibility for their actions. “Excellent” describes the high performance and outstanding results for which Siemens strives for in all their endeavors. It is by being and acting “innovative” that Siemens constantly challenges the status quo and creates innovations that offer its customers a unique competitive edge.

Siemens CEO Peter Löscher emphasizes the importance of the company’s value proposition in its development of leaders:

Our values are the point of reference for our thoughts and actions. They are the basis for both our aspiration and tradition as a pioneering company that strives to shape our world in a sustainable way. Only when we stay true to our values and vision can we be successful in the long run.

To strengthen this philosophy throughout top management and the entire company, Siemens is focused on building collaboration. Internal and external collaboration are critical for the organization’s success. Internally, Siemens promotes collaboration and communication across sectors and business units. Within Siemens’ senior management, incentive programs were introduced to foster collaboration even further (e.g., 20 percent of the variable pay is linked to how one has demonstrated collaborative behavior). As additional evidence of their efforts to increase collaboration, Siemens introduced an employee share matching program that enables not only senior management but nearly all of its employees to acquire stock ownership of Siemens and thereby directly profit from the company’s success. Siemens’ financial support toward the share program emphasizes the company’s desire to further strengthen collaboration among all employees and to make the company’s success every employee’s success, independent of an employee’s organizational level. Siemens’ share matching plan has the most international participation among companies worldwide and has received numerous awards, including recognition from the Global Equity Organization (GEO).

Attributes of a Global Leader

At Siemens, a global mindset is the essential part of the definition of leadership. In a company that is active in more than 190 countries, it is an absolute necessity to think globally. Every business line within Siemens is global, and the organization attracts leaders who are enthusiastic about working on a global scale. A new policy is requiring employees to have lived abroad for an extended period before becoming a division CEO. Potential chief executives must have practical experience abroad to be a truly global leader.
The Siemens Leadership Framework centralizes nine core leadership capabilities which exemplify the attributes of a leader at Siemens. It is a sophisticated system that requires training over 40,000 employees to use behavioral indicators to describe leadership capabilities. The framework standardizes competencies by using the same language across the organization, and making employees’ performance comparable and objective. Objective data are used to evaluate employees on specific metrics, which avoids labeling them “good” or “bad” leaders. Moreover, it is a tool to identify candidates for succession lists. This helps make employees visible for promotion across the organization, so that the most qualified and talented candidates are identified.

The Siemens Management Review (SMR) is the backbone of its leadership development and succession planning efforts. It was recently transformed into a transparent, simple, and standardized tool that has achieved a hit-rate of over 70 percent of job placements per year. The entire managing board participates over several days in discussions to select candidates for key positions.

Highlighted Program for Global Leaders
Leadership development programs are powerful opportunities for leaders at Siemens to raise their visibility and to pursue new professional growth within the company. Nicolas von Rosty notes that “one of the challenges for a large corporation like Siemens with 400,000 people is that there’s this idea that generally in order to be on the radar screens of decision makers, people have to be in the top ranks.” The leadership development programs dispel that myth by providing the avenues to leadership success. Von Rosty is particularly open to new programs and initiatives, as he believes they push Siemens leaders to grow beyond their comfort zone. He also adds that Siemens has integrated challenging business objectives in its leadership development courses using these as a kind of transformational platform. The transformative power of these courses is based in the fact that exclusively relevant and specific business topics are the foundation for the intense discussion among the high-level participants.

Siemens introduced “Top Talent 4 Growth” (TT4G) as a special development program for high potentials in emerging markets. Initiated by Siemens CEO Peter Löscher, TT4G’s goal is to strengthen Siemens’ talent pipeline within the Siemens Core Expertise (e.g., manufacturing, R&D, engineering, project management), while keeping a clear focus on the BRIC countries, the Middle East, and other emerging markets.

TT4G has an innovative approach. Besides providing program participants with individual trainings, networking opportunities, and a platform for higher visibility, the program also offers possibilities for international project work. For these projects, TT4G members meet in an annual strategic workshop, where they elaborate challenges, opportunities, and risks of some of the most prominent global trends Siemens’ businesses confront. Following the workshop, TT4G members—in addition to their daily Siemens business responsibilities—continue their work in global virtual teams over a period of six months to develop strategic business proposals. The final goal of each team is to identify a business sponsor for their project who would take the idea ahead and ultimately implement it.

During the project phase, coaches and business experts support the teams by challenging ideas and business plans. Project teams with business sponsorship would continue and implement the project’s findings, with the possibility of presenting their results to CEO Peter Löscher.

Recent Innovative Change to Leadership Development Program(s)
Siemens has recently set up a new leadership development program for the company’s top management. Its offerings were specifically designed to prepare Siemens senior leaders to effectively face the challenges that lie ahead of them in a constantly changing global business environment. The program focuses on supporting the company’s strategic topics by enabling participants to act faster, more collaborative, and highly entrepreneurial. Therefore, it provides an opportunity for top management to take and to share a board-level perspective. The program also fosters open discussions on key issues facing Siemens and it provides a best practice training experience. Furthermore, Siemens CEO Peter Löscher and members of the managing board take active roles as course and program facilitators, whereas participants are held accountable for active learning (e.g. war gaming, ‘post-mortem’ case studies).
In addition to adapting new senior leadership development programs, Siemens has increased the involvement of its customers and other stakeholders in their leadership courses and events. Von Rosty recounts that at their last Siemens business conference, which is their most important conference of the year, they invited the top 600 to 800 global leaders in their business. For their panels, vital Siemens customers, including Peter Voser from Shell, Dieter Zetsche from Daimler, or financial analysts, were invited to discuss openly with CEO Peter Löscher about how Siemens is perceived externally and how the perception could be improved. The invitation to external customers to be frank about Siemens public perception was, according to von Rosty, “something we had never done before in this format.” Furthermore beyond conferences, Siemens invites external participants on a smaller level to select executive courses where the company’s top managers receive additional training with external expertise and gain valuable external stakeholder views. The inclusion of external perspectives is necessary and more important than ever in Siemens’ increasingly complex and networked business environment.

Recognition
Aon Hewitt/The RBL Group/Fortune Top Companies for Leaders (2011)
Chief Executive Magazine Best Companies for Leaders (2007)


To learn more about leadership at Siemens, visit:
- Learning and Development (corporate website)
- Siemens University Recruiting (corporate website)
- The World's Best Companies for Leadership (Forbes magazine website)
- The Drive to Change People's Minds: The Siemens Leadership Story (IESE website)
- The Trust That Makes a Team Click (New York Times website)

Unilever

CEO Paul Polman
Leadership Development Executive Geoff McDonald,
Global Vice President, Human Resources

Headquarters London, UK and Rotterdam, Netherlands
Year Founded 1930
Industry Consumer Food Products
Number of Employees 169,000
FY 2012 Revenue $64.61 Billion
2012 Fortune Global 500 139
2013 Fortune Global 500 135

Leadership Development Philosophy
Unilever has significantly simplified its organization under CEO Paul Polman’s leadership and the approach to leadership development is heavily influenced by the Unilever Sustainable Living Plan, a company-wide objective to achieve sustainable growth. In 2010, Unilever initiated their 10-year commitment to continue to grow their business while also reducing their environmental footprint. This is also known as their “Compass Vision.” A key component to achieving their strategic goal is through “Winning with People.” Building a performance culture has been a critical focus, along with creating an agile, flexible, and diverse organization. Unilever has gone “back to basics” with clear values and simple statements of standards of leadership to provide leaders with the appropriate tools to operate in a volatile and uncertain world.

The Sustainable Living Plan has become an integral part of the business model and is seen by leaders to be an enabler to growth and profitability into the future. A unique feature of the plan is that it is applicable throughout the extended value chain, which includes the suppliers, distributors, retailers, consumers, and other stakeholders. The aim is to drive a leadership culture that emphasizes authenticity, a conscious desire to make a positive impact in the world through Unilever brands, and increased collaboration and strengthened business relationships across the value chain. This also requires a leadership mindset that regards social and environmental challenges as a real business opportunity to be approached in a systemic manner, and with a greater sense of responsibility for the organization, stakeholders, and the environment.
Attributes of a Global Leader
A growth mindset with an emphasis on innovation, a consumer and customer focus, and a bias for action are all key characteristics. Building talent and teams is also regarded as a critical part of a global leader’s role including holding people accountable and taking personal responsibility for delivering performance.

Highlighted Program for Global Leaders
The Unilever Leadership Development Programme (ULDP) is aimed at middle, senior, and executive management. The ULDP suite of programs focuses on authenticity and generating a sense of individual purpose whereby leaders can live their purpose in terms of the challenges they face within the business and their contribution to making sustainable living standard practice. By the end of the program, participants develop a strong individual development plan aimed at strengthening individual performance within the context of a clear purpose.

Recent Innovative Change to Leadership Development Program(s)
In June 2013, Unilever officially opened Four Acres Singapore, global leadership development center in Singapore. It is Unilever’s second leadership center and their first outside the United Kingdom. The £50 million investment reflects the company’s focus on developing and emerging markets, which now account for over 55 percent of its global revenue. Four Acres Singapore will deliver more than half of all of Unilever’s global leadership development programs, as part of a single, fully global curriculum. It will be used to develop leaders with a “purpose-driven” approach to business. “In an increasingly volatile and uncertain world, a new type of leader is being called for – both in Unilever and society as a whole,” said Paul Polman, CEO of Unilever.

Unilever is also developing a new senior leader program in collaboration with suppliers, customers, and other stakeholders to address social and environment challenges.

Recognition
Chief Executive Magazine Best Companies for Leaders (2012, 2007)
Fortune 25 Top Companies for Leaders (2011)
Fortune World’s Most Admired Companies (2013, 2012)
Working Mother 100 Best Companies (2012)

To learn more about leadership at Unilever, visit:
• Unilever Future Leaders Programme (corporate website)
• University Diversity Leadership Conference (corporate website)
• Developing and Engaging Our People (corporate website)

WIPRO
Chairman Azim H. Premji
CEO T.K. Kurien
Leadership Development Executive Abhijit Bhaduri,
Chief Learning Officer
Headquarters Bangalore, India
Year Founded 1945
Industry Computer Services
Number of Employees 145,812
FY2012-2013 Revenue $7.95 Billion

Leadership Development Philosophy
Wipro is committed to developing its leaders and securing a strong pipeline for tomorrow’s business success. Leadership development is integral to the company culture and ingrained in employees starting from “day one.” At Wipro, the approach to leadership development is to equip leaders and future leaders with a “multi-business, multi-function, and multi-geography perspective” through series of formal learning and experiential programs. It is central to their approach to maximize the leaders’ exposure to areas outside of their own in order to create the necessary global mindset to tackle new and unpredictable challenges. The blended approach also sharpens their learning agility and resiliency, while also providing continuous opportunities to understand how to apply the knowledge gained.

Creativity and innovation are not found only in Wipro’s technology businesses, but also in their leadership development programs. The process of developing leaders is regarded with an open-mind, where multiple unconventional methods and contexts are used to instill leadership and strategic capabilities. For example, liberal and creative arts experiential programs are implemented as valuable activities to exercise broad-based thinking and to communicate clarity in abstraction. At Wipro, strong leadership capabilities begin with strong leadership programs.
Attributes of a Global Leader

A global leader at Wipro is someone who thrives in uncertainty and keeps a finger on the pulse of the technology business. The fast-changing nature of technology requires Wipro leaders to remain alert to activities within and external to the organization, but it also means they act with a level of comfort amidst the unknown, despite the need to make decisions with limited information. The speed of the technology sector is compounded by the global realities of complex interconnectedness and unpredictability.

Wipro global leaders are developed to have broad and expansive experiences in order to effectively lead enterprise wide. An element of this approach includes long-term performance assessments and training to determine potential and readiness. However, sometimes leaders are needed and expected to advance to the next level, even before their performance metrics indicate that they are 100 percent ready. There is a certain amount of risk involved at Wipro when they “take early bets on leaders.” Yet, it is consistent with their innovative culture to appreciate that risk-taking is a significant component of success and growth. Failure is accepted, but it is necessary to regard it as a moment to learn and reflect on future improvements.

Highlighted Program for Leaders

In 2005, Wipro joined a consortium-based program popularly known as Global Learning Alliance (GLA) with Learning and Development units of Schneider, L’Oréal, Nissan, and Rio Tinto. Each organization sponsors approximately six senior leaders (at the vice president level in Wipro) from within its multiple lines of businesses to represent learning and development challenges in a common forum. The program, which runs into two modules, is facilitated by faculty from institutions such as the London Business School and Harvard University.

The two modules are held at different times of the year in two different countries—one in a rapidly developing country and another in a developed nation. The model on which the program is based facilitates global thinking and cross-industry learning through strategic business challenges. It institutes a supportive climate for experiential learning and developing leadership skills across business models and organizational contexts. Over the past seven years, the program has been running very successfully.

Within India, Wipro helped create another consortium-based program among seven blue chip Indian companies. In addition to Wipro, the partner companies include Aditya Birla Group, HDFC Bank, Colgate-Palmolive, Dr. Reddy’s, Mahindra & Mahindra, and Genpact. Each company selects six to eight General Managers to participate in the program, and similar to GLA, the program runs into two modules and is conducted by partner companies on their premises.

The above-mentioned programs expose Wipro business leaders to real issues confronted by other global and national companies. Furthermore, Wipro business leaders learn how to comprehend and resolve these challenges. Apart from the rich experiences that these initiatives bring to Wipro executives, these programs are quite relatively cost effective. However, it is the intangible and unquantifiable benefits of the programs that contribute to Wipro’s long-term success.

Recent Innovative Changes to Leadership Development Program(s)

Leaders at Wipro learn through multiple disciplines. At the most senior level in Wipro, coaching is used as a methodology for developing leaders. Leaders are taken on a voyage of self-discovery, where they are enabled to explore their strengths and their derailers in a risk-free environment. They then commit to action that enhances their effectiveness through an Individual Development Plan. Additionally, through observation and experience, storytelling was discovered to be a more effective method of teaching and influencing leaders than communicating straightforward information and facts. Storytelling also has the added advantage of contributing to the cultural fabric of the organization.

Learning is not looked at as single events but a process. The leadership development journey is created as a series of leadership experiences for high-potential middle management leaders to get ready for more complex leadership roles.

Recognition

Aon Hewitt/The RBL Group/Fortune Top Companies for Leaders (2011, 2007)
ASTD Best Award for Training and Development (eight consecutive years)
Fortune India 500: Information Technology (2010)
India’s Best Places to Work for Great Places to Work Institute (2012)

To learn more about leadership development at Wipro, visit:

• Awards and Recognition (corporate website)
• Leadership for Sustainable Success: The Wipro Way (People Matters website)
• Wipro Moves to Create Global Leadership Pool (Economic Times website)
• Abhijit Bhaduri: An Unconventional Leader (Chief Learning Officer website)
Literature Review


This research examines important directions and indicators from the government as they pertain to human capital challenges in China. China’s Twelfth Five-Year Plan (FYP), released in March 2011, covers the period from 2011 to 2015 and emphasizes the “human factor” in economic development more than any previous FYP. Companies operating in China and executives responsible for this region must look at the potential impact of this latest FYP on their business operations, human resources policies, and talent management practices.

From the research, there are five key observations that should be noted:

1. There will be an increasingly tight labor market due to population and demographic shifts.
2. Job creation targets remain a high priority, with a continued focus on increasing urban jobs.
3. Leading companies need to be proactive in shaping educational reforms in order to improve workforce readiness.
4. Leaders will need to prepare for significant increases in wages and welfare entitlements for rank-and-file employees.
5. Expect wage and labor welfare compliance enforcement to intensify.


This report presents the challenges and needs of organizations globally, their intentions and goals for leadership development, and proven approaches and strategies implemented by companies for developing their leaders. It is based on the results of a global survey with 654 respondents, a comprehensive literature review, and case studies with senior leadership development professionals.

Key highlights of this study are:

- The leadership development model maps its development from individual-based development to team-based, and then to collaborative relationships. The current leadership development stage is more holistic and includes elements of all three.
- There is an urgent need to build leadership capabilities across all levels of the organization, as only 61 percent of respondents indicated that their leaders were “very prepared” or “adequately prepared.” 38 percent thought their leaders were “marginally prepared.”
- The top three most important leadership competencies for today and the next five years are: leading change, retaining and developing talent, and having a global mindset/thinking.
- It is encouraging that, given the need to develop effective leaders, respondents believe that future investments into leadership development will either stay the same (47 percent) or increase (39 percent) in organizations globally; only 11 percent plan to decrease spending.
- To fill the leadership gaps, organizations are more likely to grow talent internally than hire externally.
- A comprehensive overview of the different approaches for developing leaders (executive coaching, mentoring, experiential learning, simulations, job rotations, action learning, expatriation and voluntarism, off-site experiential based learning, 360-degree assessments, executive education, storytelling, and social learning) is provided and can help determine which approaches are best suited for certain situations.


By first using recent literature to identify documented trends in leadership, followed by a series of focus groups and a global survey of 971 global business and government leaders and employees, this report aims to better understand how leadership is changing around the world to keep up with business challenges. The key finding of this report identifies 42 practices that are required to meet the multidimensional leadership challenges present today. These practices were sorted into six main categories reflecting their behavioral and cognitive attributes: business, reflection, society, diversity, ingenuity, and people. Together, these factors also helped in the development of a full scale leadership assessment instrument.


This study is based on the results of a survey of over 500 companies and detailed interviews with several senior executives. The study compares the talent management practices of the best companies in Latin America, and identifies foundational elements that all companies must get right for developing their leaders.
Top companies in Latin America are investing in leadership development initiatives to meet the challenges of a slow economy and increased cost pressures. They are focusing on: getting hiring right; clearing expectations of leaders; making top talent a priority; building a brand for leadership; and raising the bar of activities related to attracting, developing, and retaining leaders. These organizations balance corporate objectives with solutions that best fit the local needs. The report recommends eight foundations for success that, if implemented carefully and strategically, have the potential to make organizations great for leaders:

1. Leadership and talent strategy aligned to organizational goals;
2. Rigorous selection and onboarding approach;
3. Leadership with the right behaviors and skills;
4. Robust talent review systems;
5. Development driven from the top, and through experiential, relational, and traditional processes;
6. Succession management and robust talent pipeline;
7. High potential and critical talent identification and development; and
8. Metrics to drive desired results.


This report suggests a correlation between leadership and the economy. Organizations that are making deliberate efforts to develop their leaders are not only thriving in this economic downturn, but are also growing. The study researches the top companies for leaders in Europe and identifies factors that make them fertile for growing the leadership pipeline. This report is a comprehensive longitudinal study on leadership practices across 478 companies around the globe and is the result of a detailed questionnaire; interviews with 900 CEOs, HR and senior executives; financial and reputation analysis; and analysis by an esteemed panel of independent judges. The research identifies seven top companies in Europe with leadership practices that are great for leaders: BBVA, L’Oréal, Unilever, ArcelorMittal, Siemens AG, Raiffeisen Bank International AG, and Novartis. The top companies understand the benefits of investing in leadership development initiatives and strive to evolve strategies that are relevant, dynamic, and naturally adaptive to the needs of all internal and external stakeholders and the environment.

They differentiate themselves from other companies by being:

- Committed to building leaders throughout the organization—thinking long term.
- Comprehensive in their practices and execution—building a “talent factory.”
- Connected to talent and culture—the “connection factor.”
- Culturally agile and engaged in diversity—building leaders who think globally and engage in diversity.
- Disciplined about measuring—driving through metrics.


This report debunks several commonly held myths in India about women leaders by illustrating workplace observations and experiences of female and male leaders in corporate India. Female employees compose a small fraction of the Indian workforce, but, in recent years, their numbers are rising faster than male employees due to their increased levels of education. Although Indian companies are set to hire more female workers this year, women are regularly confined to junior or middle management positions and are rarely found at the top levels of management. Barriers to women’s advancement in the workplace include lack of role models and strategic relationships/networks, inflexible workplace arrangements, and societal gender role expectations. The authors emphasize that women share similar work values and goals with men, including aspirations of leadership. Additionally, workplace flexibility is a mutually beneficial approach that works to the advantage of companies and all their employees, not just female workers. An inclusive workplace, where all talent, including female leaders, are given due respect, is necessary for Indian corporations to better integrate women.


This release examines the local talent shortage in China, where many recent graduates are unqualified to meet the business demands of multinational companies. Many graduates lack the basic skills to work in a global company, including foreign language skills, creativity, teamwork skills, and leadership ability. The talent problem is compounded by the rapidly aging workforce in China and the rising compensation packages for
experienced employees with international experience, particularly expatriates. An approach to mitigate the talent shortage involves partnerships between universities and multinationals to create courses that address business skill development. Another approach improves on existing Chinese managers’ international exposure by assigning them short-term international postings.


This study, based on extensive interviews and survey data, addresses the efforts of leading-edge companies to develop sufficient leadership strength to succeed in the coming years. The authors seek to understand the business challenges that leaders will face in 2010, and leadership practices that will be most effective in developing competencies needed for the future.

There are eight major forces driving change. These collective forces are driving the trends in leadership development, as there is an urgent need for leaders to possess advanced skills and competencies to manage these forces effectively. The eight forces of change are:

1. Globalization
2. Financial market expectations
3. Focus on customer relationships
4. Workforce demographics
5. Changing organization structures
6. Employee expectations
7. Technology
8. Hyper-competition

Based on these forces and on the leadership challenges ahead, the authors recommend the following leadership development practices that can help attract, develop, and retain leaders with the required set of skills:

- Focus development attention and resources on individuals with greatest potential for success at the executive level.
- Emphasize experiential learning and customized development.
- Adapt current practices (i.e. apprenticeships, sponsorships, off-site retreats) and use technology enabled programs.
- Renew emphasis on decision making, self-awareness, and work/life balance.
- Engage external opportunities, such as “loaning” employees to outside projects/positions.
- Integrate across programs with various policies and procedures in areas such as compensation, recruiting, and succession planning.


This research working group report addresses the challenge of identifying and developing leaders in Asia-Pacific, a region where the demand for local leaders exceeds the supply of local leadership talent. Due to the rapid economic growth in the Asia-Pacific region, it was critical to import expatriate talent, but in order to sustain long-term quality and effectiveness, local leadership development is essential. It is undeniable that the need is recognized by companies. In a survey of 55 organizations, 79 percent of the respondents were actively seeking to accelerate and develop leadership in Asia-Pacific. When asked if a competency model existed to establish a global standard for leadership effectiveness, 23 percent responded they had developed competencies that varied by situation or geography, and 57 percent had a global competency model, but adapted it to local contexts. Among the competencies that were listed as relevant to Asia-Pacific, the three emergent themes were:

- cultural understanding and adaptation;
- collaboration, teamwork, communication, alignment across borders; and
- people development and coaching.

These themes correspond to responses about effective leadership develop strategies in Asia-Pacific. When asked to rank the top three effectives practices for developing global leaders, respondents cited experiential learning programs. Interestingly, the survey revealed that formal training and learning was used more frequently than experiential programs, despite the relevance and helpfulness of experiential learning.


This article underscores the role of strategic leadership development in bridging the gap between an organization’s current reality and its desired future destination. Good leadership development helps cultivate leaders who are flexible, collaborative, able to adapt, and willing to learn; is tied closely to the strategy and needs of business; and holds leaders and organization accountable for both developmental and business success.
The authors explore the best leadership development practices of five companies and identify four themes common to all:

- Developing leadership strategy: Focusing on the organization’s “teachable moments.”
- Building an integrated architecture for strategic leadership development: Reaching out to colleagues in line positions and creating partnerships between executives and human resource systems is crucial for leadership development.
- Implementing successful development strategies: Identifying HOW to maximize leaders’ capabilities is at the heart of leadership development.
- Evaluating success: Corporate success is the ultimate measure of success and the best firms in leadership development have moved away from events to processes.


This report surveys the state of leadership in 2011 and future leadership development needs. With the ever-changing landscape of the business world, change and unpredictability are the only guarantees. Leaders need to be prepared to meet tomorrow’s challenges, but the research reveals many leaders unfortunately lack many critical and progressive skills to effectively lead into the future. The survey respondents indicate three key elements that promote and improve high-quality leadership: leadership development; talent systems and practices that build a high-quality leadership pipeline; and management culture.

To improve the quality of leadership, organizations need to reform leadership development practices and concentrate on developing critical skills for future leadership, such as driving change, fostering innovation, and identifying and developing talent. An organization’s management culture and practices also significantly influence leadership performance. Only about one-third of organizations reported having a highly effective management culture, which demonstrates many organizations have progress to make to improve from hierarchal structures to fluid and flexible structures that encourage innovative, agile leadership and can drive business results in the future.


The paper seeks to understand if leaders are prepared for the rapid speed of business today and addresses issues related to leadership development in Canada.

The goal of the report is to demonstrate that leadership development and talent management have marked impact on business outcomes. The key findings of this report are:

- Despite the slow economic recovery and with only two of five HR professionals rating their leadership efforts as highly effective, today’s leaders are ill-equipped to handle the challenges of the new business environment.
- The three key drivers of leadership quality are: leadership development, talent management systems and practices, and management culture.
- In 2011, the leadership development budgets in companies in Canada and around the globe remained largely the same. However, with growth strategies in place, an increase in spending on leadership development is reflected in the coming years.
- Driving and managing change is the most critical leadership skill in the past and in the future.
- The most effective leadership development programs are formal workshops and coaching from managers.
- Although leadership selection is a crucial step in talent management, only 31 percent of Canadian companies are using validated tools for this purpose. This is linked to the number of internal and external hires that are considered failures.
- Although performance management is tied to organizational goals, it is more past-driven (monitor performance) than future-oriented (provide guidance for future).
- Succession planning is strong in only 19 percent of companies in Canada.

These findings suggest that leaders are not prepared to meet the current and future business challenges, as indicated by the weak leadership bench strength in most Canadian companies.


This report is based on survey responses from HR professionals and leaders in China, and it shows a direct relationship between the quality of leadership and business performance. As an emerging market, this report suggests that the payoff resulting from reevaluating and transforming talent and leadership development strategies is very high. The key highlights of the report are:

- Leaders in Chinese companies, like most global companies, are not prepared to face today’s business challenges. More than 30 percent of HR executives and leaders rate the quality of their leadership development efforts as low.
Leadership development budgets increased in 2011. This spending will continue to increase in 2012 more than other regions of the world.

Future critical leadership skills are growth oriented and proactive: driving and managing change; fostering creativity and innovation; and identifying and developing future talent.

Formal workshops and coaching from managers are the preferred methods of development. However, Chinese organizations need to focus more on improving formal training and special projects as their effectiveness fell behind the global standards.

Leadership selection and succession are relatively less effective talent systems in Chinese organizations than performance management.

A lack of focus, strategy, and formality of succession planning has been identified as the reasons for the weak bench strength.

Economic reform has helped the organizational structure become more fluid and flexible as opposed rigid and hierarchical.

Chinese companies can improve open decision making and build a set of shared and meaningful values to improve the management culture.


The study investigates the severe economic downturn in Europe and its impact on leadership development in European organizations. The survey responses from HR executives and leaders in Europe reveal that leaders are unprepared to face the new business realities. While the results are largely consistent with the global results, the authors also find that:

- Fewer organizations in Western Europe increased their leadership budgets in 2011 compared to organizations worldwide. This cautious approach may lower the future competitiveness of some European businesses.
- The top two critical leadership skills are the same in the past and in the future: driving and managing change, and executing organizational strategy. Leaders rated their effectiveness in the skills they will need in the future as very low, raising the need for more intensified leadership developmental initiatives.
- The most effective leadership methods remain consistent with the global results—formal workshops and coaching from managers.
- More than half of Western European companies have no formal process in place for developing their high potential talent.


This report, based on the survey responses from HR and leaders in India, explores Indian leaders’ preparedness to meet the business challenges of today and the future by investigating trends in leadership development, talent management, and the management culture.

Key findings include:

- Leadership quality is rated more positively among Indian organizations, possibly due to senior executive involvement in leadership development efforts.
- Indian companies are prioritizing development for all their leaders. Their actual leadership budgets in 2011 and the forecasted budget in 2012 shows increases of more than 10 percent.
- The critical leadership skills needed in the past and the future are more or less the same, with driving and managing change, and coaching remaining constant.
- Indian leaders rated their effectiveness higher than their global counterparts in the three skills needed for future success.
- India has a blended approach to leadership development and is further encouraged to make greater use of virtual classrooms and on-the-job training to promote speedy development.

Higher percentages of Indian professionals rate their bench strength as strong or very strong.

Practices of successful succession planning include identifying and growing high potentials, and promoting leaders up the pipeline. Though India ranks higher than the global numbers in growing and promoting leaders, there is need for greater focus in identifying new talent (internal or external).

A major concern for Indian organizations is the relative infrequency of having open discussions when making strategic decisions, which could be due to the generational gap between the younger leaders at the lower levels and the older, senior leaders.


Bressot addresses the need to accelerate leadership development in China, particularly by localizing expatriate positions. The case study of a Sino-European joint venture based in southern China demonstrates that local leaders can be developed by using expatriate leaders as a model of example.
The author explains the déjà vu experience, which details a series of steps local managers follow to copy skills modeled by expatriates and to gain risk-free leadership experiences. Local managers were also taught to emulate expatriate leadership and decision making by being transparent in their use of information, networks, and analytic skills. In the case study, high potential employees were given concrete projects to lead. They received external coaching and internal mentoring and built peer networks. The assessment of their development was transparent and based on clearly defined competencies with behavioral definitions. The overall result showed that time and resource investment in developing local talent can produce high returns.


By engaging the Global Leadership Competencies (GLC) Model developed by C.O. Chin, John Gu, and Stewart L. Tubbs in 2001, this qualitative study confirms the predictive nature of the model and further identifies specific and most important competencies within the model. Interviews were conducted with 26 experienced business leaders from various countries, all of whom have a combined average of 48 months of international expatriate assignments. Business leader responses are predictably categorized within the six sequential phases of the GLC model: (1) ignorance, (2) awareness, (3) understanding, (4) appreciation, (5) acceptance/internalization, and (6) transformation. The phases begin at the cognitive level, and progress to attitudinal and behavioral levels, which suggest that truly effective global leadership begins with acquiring and developing a certain mindset before advancing to other areas of leadership development. Among the interview responses, the following competencies are emphasized as necessary for leaders to successfully conduct business on a global platform: (1) communicational skills, (2) motivation to learn, (3) flexibility, (4) open-mindedness, (5) respect for others; and (6) sensitivity.


This report examines talent management through the perspective of high potential managers to help organizations effectively manage and leverage their high potential talent. Key findings include high potentials’ desire to be formally identified as such; their expectation for more development, support, and investment; an increased sense of commitment and engagement when a clear career path has been identified; and active involvement in identifying and developing potential in others. These insights offer organizations the opportunity to accelerate leadership development and to realize the potential return on their talent investment.


This report, which is based on the responses of top business leaders and HR executives around the world, tracks changes in leadership development, leadership practices, and succession planning on a global scale. Since talent represents the greatest competitive advantage in today’s business environment, only companies that excel at creating leaders will succeed. A few of the key highlights that emerged from this report are:

- Leadership development does drive better business results in terms of both organizational effectiveness and financial performance.
- The functional areas that are most likely to produce C-level executives are operations and finance.
- The top four competencies necessary for CEOs to operate in a multinational business environment are creating a strategic vision, inspiring others and maintaining key leadership responsibility, developing an accurate and comprehensive overview of the business, and decision making.
- “Risk factors” drive leadership and succession planning. The higher the risk, the greater the chances of a leader/high potential employee failing to grow.
- Regardless of whether the individual was recruited externally or promoted internally, there is lack of company support for a new leader. An effective and deliberate onboarding process is crucial to new leader success.
- The personal involvement of CEOs in leadership development efforts helps create better leader bench strength.

The report lists the 40 best companies for leaders and posits that organizations committed to leadership development are better positioned for growth and profitability.


The study elicits inputs from CEOs, HR, and talent management leaders from over 1,000 global organizations around innovative and evolving practices in leadership development, and the challenges faced by...
companies committed to investing in their talent. The report identifies the following challenges to leadership development:

The dominant CEO challenge—leadership within a global economy Focusing on an overview of cultural differences, language training, and personal coaching and mentorship help leaders in international assignments adapt to new cultures and environments.

Public versus private—competing pressures Challenges faced by private and public companies vary widely. The leadership performance measure for private companies is customer satisfaction, while public companies rated EBITDA as the most critical. Understanding the challenges provide support in leadership development initiatives.

Succession failure—the leadership paradox revisited The most critical competencies for CEOs are either the least trainable or not given enough focus by companies. Using the key competency criteria, organizations can build a strong leadership pipeline.

The report lists the 40 best companies for leaders and reiterates that organizations committed to leadership development are better positioned for growth and profitability.


The study explores the challenges faced by corporate leadership to prepare leaders with the required competencies, experiences, and resources. The key findings of this continued research study are:

- The top two best companies for leaders in 2013 are Procter & Gamble and General Electric. In 2012, it was Procter & Gamble and IBM. These best companies have generated greater market value over time.
- C-level positions are most likely to come from operations, sales, and finance. CEO involvement also plays a key role in executive development.
- Skill sets needed for leaders in small and large companies are starkly different. The ability to adapt to change is most important for larger companies, while good communication is most important for smaller companies.
- Strategies to find talent also vary between large and small companies. While small companies (under $500 million in revenue per year) rely on structured and general interviews to identify leadership talent, larger companies with greater resources (over $500 million in revenue per year) utilize specialized recruiting firms to find talent. Recommendations from internal managers/executives are given equal priority by both large and small companies.
- Former Medtronic CEO and Harvard Business School professor Bill George suggests the following leadership keys to building a great organization: organizational structure, complete transparency, selecting and deploying the right employees, and the board and its independent role.


The article reviews the use of developmental assignments as an important tool for building leaders. Using examples of different leaders from varied companies, the author highlights practices used by great companies around the world to attract, develop, and retain their business leaders. John Tolva, IBM’s Chicago-based director of citizenship and technology, was part of a 10-member Corporate Service Corps group that was sent to Ghana to help promote Ghanaian handicrafts globally. The assignment not only stretched his abilities and perspective but also helped build team spirit and sense of belonging with the company’s values. During the largest recall of GE refrigerators in 1989, new CEO Jeff Immelt, was put in charge of the situation to manage the crisis. Having no experience in appliances, the recall expanded his limits and prepared him for his future role as CEO of GE. Through these examples, the article identifies developmental assignments as a powerful tool for building leader capabilities, highlights the need to invest in leadership development during recessionary times to force people out of their comfort zones, and points out that stretch assignment are long-term assignments with pay-offs that show later.


According to recent research, there is a critical shortage of what this article refers to as global leaders or “an organization’s leadership talent who work across geographic and cultural boundaries.” These leaders, different from other line leaders and necessary as the front lines of a business to senior management, are in dangerously short supply.

In large part, this can be remedied by getting the right infrastructure in place. To do this, advocates will have to start with the executive team and be able to tell a compelling story for why the organization must build its global leadership capabilities. Highlighting the critical gaps and using case studies can help to better make this point. Making the programs work however, will require a great deal of work. Career development paths, an established pool of high potential talent,
well thought out job placements, and a rigorous and standard performance management process will all be needed to create a bench of global leaders.

To help understand this process more fully, the authors discuss the core leadership capabilities that organizations should look for in potential global leaders, in addition to how that potential can be better understood. This article also delves into some of the barriers your organization may face in bolstering your global leadership talent, along with other factors that may derail planning.


This article provides an in-depth focus on the top five companies for leaders on Chief Executive’s list and how their leadership development programs compared. The top five companies are Proctor & Gamble, IBM, General Electric, 3M, and Southwest Airlines. While each company has its own approach to succession management and high potential leadership development, it is notable that the best companies for leaders generate significantly higher market value over time, compared to companies with weak leadership development.


This report surveys senior learning and development (L&D) professionals to gauge their expectations for the L&D marketplace in 2011. The financial crisis of 2008 was a driving force and created an unstable environment that called for accelerated change and a comprehensive review of L&D practices. In the aftermath, L&D professionals need to increasingly demonstrate real value to the business, especially in building critical organizational capability in individuals and groups that are directly relevant to the company’s strategy and business goals. This outlook represents a shift in the roles and responsibilities of L&D within an organization, as L&D professionals take on more strategic and big-picture approaches to developing talent, but also to advancing their companies’ ability to meet business goals.


This study looks at the current state of the global talent environment and its future configuration in 2015. In addition to surveying senior executives, the researchers developed the Global Talent Index (GTI), which functions as a benchmark for assessing a country’s ability for developing, attracting, and retaining talent. The GTI uses quantitative and qualitative data from 60 countries to measure the economic indicators, cultural contexts, trends in education, foreign direct investment (FDI), mortality, health, and market fluidity that will impact the capacity for talent to thrive within these countries. The report shows rankings for 2011 and projected rankings for 2015. Overall, surveyed executives feel positive about their companies’ future abilities to attract and retain skilled workers. The report links this confidence to satisfaction with recent hires, though it is notable that executives in Asia are dissatisfied with recent hires and are less confident in future outlooks. Additionally, compared to two years ago, more companies are developing employees themselves, especially in Asia, which demonstrates a more active approach to talent management. However, executives highlighted a shortcoming in their recruits: agility and creativity in overcoming challenges and ambiguous situations. This talent challenge was identified by executives worldwide, but it is most critical in Asia and Latin America.


This report emphasizes that an organization’s success hinges on leaders who fit the needs and profile of the organization. It is crucial for leadership development programs to define what the organization needs, what leaders need to know and be able to do, and then strengthen most of those abilities on the job. Effective leadership development programs are nimble: they should alternate between action and reflection, and move from the forum to the field or from theory to application. The authors present some tools for the field, including coaching, setting stretch assignments so participants leave their comfort zones, and linking personal development objectives to performance imperatives. It is most important for top management to visibly lead and act as role models. To sustain an engine of leadership development, the report recommends building scale and monitoring its impact on the organization.


The article explores factors that make a company great and zeroes in on leadership as a key differentiator. The top global companies, irrespective of size, focus on developing leaders across all levels and not just the top ranks, as is evident in Procter and Gamble (P&G), the
top company for leaders in 2013. The article highlights the methods and principles of top companies so they can be applied by other organizations to boost their own performance. The best companies for leaders are identified by:

- having a formal leadership process in place;
- the commitment level of the CEO to the leadership development programs, as measured by the percent of personal time spent in these activities;
- the depth of the leadership funnel as measured by the percentage of senior management positions filled by internal candidates, as well as the percentage of middle management positions filled by internal candidates;
- the number of other companies that report recruiting from the company being evaluated; and
- a shareholder value performance metric based on 10-year growth or decline in market capitalization.


With many firms in China struggling with how to develop and promote global leaders, this research examines how Chinese managers can become more effective through five key sections:

1. The report first identifies the business, experiential, personal, and cultural barriers that can impede Chinese managers on their quests to becoming global leaders.

2. With the above in mind, the author goes on to describe the various strategic components organizations may want to consider in order to help develop their Chinese managers into successful global leaders.

3. Next, there are a number of specific current traits that Chinese managers possess and they are examined in an effort to better understand what may prevent them from being considered for more global responsibilities. Included here are a variety of experiences, skills, competencies, and behaviors that may serve as inhibitors.

4. To help organizations better understand what they can do to aid Chinese managers in becoming global leaders, the report summarizes the different types of programs that can be used specifically in a Chinese context.

5. Finally, the report ends with two case studies which detail the journey of two Chinese managers on their quest to become global leaders and it explains why one manager was more successful in their journey.


This survey of CEOs and senior executives at participating companies in the United Nations Global Compact reveals the types of future leaders companies need to develop. The fast-changing global landscape requires new skill sets and knowledge areas to meet the challenges of tomorrow: context, complexity, and connectedness. The first cluster is centered on the ability to understand the evolving business context, which includes social, political, cultural, and environmental patterns. This multidimensional understanding should be taken into consideration in strategic decision-making and risk management. The second cluster focuses on leadership in complex and uncertain circumstances, which are likely situations in today’s context. It is necessary to develop discrete skills, such as flexibility, creative problem solving, the ability to learn from mistakes, and sensitivity to short- and long-term factors. Leaders with these skills are more likely to effectively respond to the ambiguity that defines today’s global world. The third cluster of knowledge and skills involves the ability to recognize the roles of individuals in the broader interconnected business world and to build relationships with external partners. Effective communication and negotiation in a leader includes engaging with internal and external stakeholders.


The authors analyze the performance of 45 companies led by CEOs with military experiences. The purpose of this analysis is not to compare military to non-military leaders, but to identify how different branches of the military (Navy, Air Force, Army, Marine Corps) prepare leaders for business. Some implications from this study for business are:

- The Navy and the Air Force engender a process orientation.
  - They take a process-driven approach to management.
  - They excel in highly regulated industries and innovative sectors.
  - They thrive on familiarity. Officers with longer tenure at a firm prior to becoming a CEO outperform leaders who are newcomers.
- The Army and the Marine Corps emphasize flexibility.
  - They are dramatically less reliant on procedures.
— They define the mission and then give subordinates the flexibility to adjust to realities on the ground.
— They excel in small firms, where they can set a goal and then empower others to work toward it.
— They are less affected by regulations or the length of tenure at a firm before becoming a CEO. To them, people matter over processes.

• Fit matters. As different situations demand different leadership skills, hiring the right fit is important.


This article highlights a common issue companies face when it comes to executive development. Unfortunately, many executives admit their company does a poor job of developing their internal executives. Though several organizations try to mitigate this fundamental problem by recruiting external executives, this tactic will become risky and expensive as the global talent shortage endures. In addition, recruiting outside executives dilutes institutional memory and a company’s cultural cohesion. The author reasons that businesses should have strong capabilities of developing senior-level talent if they want to attract executives outside their own companies. One method of driving executive development is to give internal executives on-the-job experience. Training programs are inadequate in developing truly outstanding executives; instead, job experience should be adapted to be conducive in creating great leaders. To help senior-level executives grow quickly, the author recommends:

1 Integrating individual and group development into organizational design;
2 Identifying and focusing on the best talent;
3 Sharing talent across an organization;
4 Choosing the high potential who can learn the most from the job, but may not be the best-qualified candidate; and
5 Relocating mediocre employees out of critical jobs.


In the 2011 study of the Best Companies for Leadership, it is found that innovation is a natural by-product of leadership. The article recommends four business practices that support meaningful innovation, allow new ideas to flourish, and drive market leadership:

1 Enable organizational agility The best companies flatten their organization’s hierarchy, become more agile, and strive to reduce obstacles to innovation.
2 Set the stage for innovation The best companies provide the context to nourish and support meaningful innovation.
3 Broaden perspectives The best companies encourage different ways of thinking to incorporate diverse perspectives in the workforce.
4 Focus on collaboration The best companies thrive on collaboration to bring together the different perspectives, which serve as the raw material for innovation.


The report scans the business and talent landscape in several Asian countries and offers recommendations to balance the increasing cost pressures with the challenges of talent and leadership scarcity. The business landscape in Asia is ridden with challenges related to driving business growth, dealing with increased competition, achieving better operational efficiency, and managing cost pressures. However, competitive companies in Asia are focusing on enhancing quality and value, and promoting innovation. Talent scarcity is a significant challenge in Asia, especially in relation to attracting and retaining talent. Key insights from the talent and leadership landscape are:

• Nontechical skills—inovativeness, risk taking, entrepreneurship—are harder to find than technical skills.
• Managing employee expectations is the primary hurdle to retaining talent. Employees expect faster career progression, better rewards, and better work-life balance all at the same time.
• The ability to drive business in Asia is determined by specific leadership competencies and skills, and not by the ethnicity of the leaders.
• Developing leaders internally may be the answer to companies’ lack of confidence in the quality of leaders hired from the market.
• The top two challenges to leadership development are creating a healthy pipeline of potential leaders within the organization and retaining high potential talent.
• Organizations are responding to these challenges by including diversified recruitment channels; leveraging the employer brand; and investing in graduate programs. The downside to these efforts is their focus on immediate, tactical priorities and less on future-oriented strategies.

Based on these results, the paper recommends that organizations balance both strategic and tactical people objectives by optimizing internal and external synergies across the talent ecosystem.

According to this article, being a global leader requires a specific set of attributes and skills that allow a person to seamlessly transcend culture in order to best lead and manage in different situations. This article begins by describing how the traditional mindset will have to change for leaders to truly manage on a global scale. To help better understand this change, the authors provide a short global mindset assessment, which allow readers to determine how global their mindset might be. Scientifically identified by the Najafi Global Mindset Institute at Thunderbird School of Global Management, the makeup of the global mindset is based on extensive research, including data from over 13,000 managers around the world. The structure of global mindset identifies clusters of attributes that help managers influence individuals and groups from a relatable cultural, political, and institutional standpoint. In addition to detailing the attributes of a global mindset, the research identifies how the attributes can be recognized within organizations and how an organization can work to build its stock of global mindset. There are three core “capitals” and nine corresponding building blocks that constitute a global mindset:

- **Intellectual Capital** (IC) Global business savvy; cosmopolitan outlook; and cognitive complexity.
- **Psychological Capital** (PC) Passion for diversity; quest for adventure; and self-assurance.
- **Social Capital** (SC) Intercultural empathy; interpersonal impact; and diplomacy.

The authors suggest that since PC is much harder to learn than the other two core capitals, it would benefit organizations to hire or promote leaders with reasonably high levels of PC.


This paper seeks to understand the development of leaders through the lens of geography as companies expand into emerging economies. Based on an assessment of leaders from 10 different countries, the study investigates their leadership styles and how they vary by country, and its implications for global companies. There are four main functions of a leader: developing a vision, sharing goals, gaining support, and delivering success. Each function is determined by a corresponding competency (transformational or transactional), which varies further by country. For example, when developing a vision, a visionary leader will display greater propensities for creativity, innovation, and strategic thinking (transformational competency), while a manager will focus on operational management and data analysis (transactional competency). Similarly, leaders from the Netherlands and Belgium are more visionary by style than leaders from Norway or the United States, who tend to be more conservators. Based on the balance of competencies by country, the authors make the following recommendations:

- tailor development to “meet leaders where they are”;
- respect individual differences and play to the individual strengths;
- broaden leadership capability sets by strategically blending both transformational and transactional leadership styles;
- hire and develop local leaders rather than relocating expatriates with different leadership styles and cultural norms; and
- recruit the right varied skill sets in order to facilitate diversity of styles in the leadership teams.

Kohriesser, George, Francisco Szekely, and Christoph Nedopil. Thinking Outside the Box in Talent Development: Inter-Company Employee Exchange. IMD International, Case Studies IMD-4-0304 and IMD-4-0305, 2010.

This business school case relates an instance of accelerated leadership development, in which Malay government-linked companies (GLCs) realized they needed to compete with multinationals for leaders, but could not provide equivalent exposure to a range of businesses, countries, environments, and tasks. Despite sometimes being competitors, the GLCs set up employee exchanges with multinationals to provide wider exposure for accelerated development. The hope was that this would allow participants to reach their maximum leadership capabilities by age 40, rather than near retirement, which also gave them the opportunity to work for 20 years at their full potential. After the logistics of organizing and managing exchanges were in place, issues began to arise. There were concerns about confidentiality, poaching, line managers reluctant to release high potentials, and filling “too important” positions with exchanges. Further conflicts were centered on program participants and their varying allowance levels: some believed their assigned job was not at the appropriate level, and sometimes a lack of trust caused the program participant to not be given...
suitable responsibility. Nonetheless, the individual participants profited from widening their experience during the exchange process. The home companies and Malaysian nation, as a whole, also benefited from the development of mature leaders. Program evaluation demonstrated that participants reported increased self-confidence, exposure, and trust. It remains to be seen whether or not the participants’ talents would have developed better in their original position than through the exchange, but this assessment is to be made by the home company once the participants return.


The study confirms that companies with excellent leadership teams have a direct correlation with revenue growth. Hence, it is imperative for organizations to focus on leadership competencies that matter most for growth, build a critical mass of excellent leaders, and celebrate the extremes by developing and promoting “spiky” leaders.

The competencies most critical for growth are: customer impact, developing organizational capability, team leadership, change leadership, market insight, and results orientation.

The report concludes with a set of actions that companies can take to build excellent leaders who deliver outstanding growth:

- Sharpen leadership development by defining required competencies, anchoring competencies, and providing support to new leaders.
- Innovate competency building by building a ‘competency factory’, and embedding leadership development in the company’s talent culture.
- Develop and promote ‘spiky’ leaders (those with strengths in some but not all competencies) by creating a diverse team of individuals with complementary leadership qualities and spikes.


The findings of this study are based on interviews with 365 business leaders from eight different countries in the Latin American region. Participants were asked for their views on the key business priorities; the consequences of the current economic scenario; their biggest challenges in the coming years; and how they intended to meet them.

A few of the key highlights of this study include:

- Developing people and managing talent is the number one priority for Latin American CEOs for the next three years.
- Only a quarter of the executives believe their leadership team is well prepared for the most crucial challenges stemming from the recession.
- The current leadership team’s strongest competencies are related to business acumen—understanding the business and focusing on the bottom-line. The future competencies can be attained through training and by hiring the right people.
- The percentage of leaders whose professional goal is to remain in the same business has fallen sharply since the last CEO Vision study in 2003.
- Latin American CEOs believe HR teams are not strategic or proactive partners, lack experience, and need to modernize the recruitment process to support the business priorities over the next few years.
- A large majority of Latin American CEOs foresee their companies’ revenues, profitability, and investment to increase and grow over the next three years.


This research aims to understand what Asian companies are doing to develop their leaders. In a survey of human capital leaders, respondents were asked to identify challenges they continually face when embarking on leadership development efforts. Regional approaches to leadership development are discussed within a framework of three competing cultural preferences:

- Collective vs. individualistic values
- Organic vs. mechanistic management methods
- Hierarchical vs. equalitarian principals

With this framework in mind, the research goes on to highlight how different countries in Asia approach leadership development, particularly in Japan, India, and China. The report also highlights comparative regional differences between Asian and Western approaches to leadership development.


Based on a survey of global leadership development executives, this report examines global talent development practices and several issues specific to the development of corporate leaders who operate in a global context.
The goal of the report is to present leadership practices that can help leaders succeed in a global environment. The author focuses on: identifying competencies for global business leaders and ways to enhance the expatriate experience; practical conditions that facilitate the passage of talent across organizational (including geographical) silos; and means for developing global leadership quickly. The central findings of this report are:

- Organizations can create a pool of competent global leaders by: creating a learning structure, implementing a corporate developmental profile to balance company's operating demands and the individual's developmental needs, identifying and developing international learning skills, using learning agility as selection criterion for global talent, providing international exposure, and giving stretch assignments.

- Moving people into experiences around the world and across different operations develops leaders who have a depth of knowledge about the company, its businesses, and its key managers and executives.

- Global leadership development can be accelerated by:
  - sending young high potentials on foreign assignment early in their careers;
  - assigning talented people to special projects, task forces, temporary assignments, and committees that are international in scope;
  - aligning development activities closely with known corporate leadership requirements;
  - making use of international management education and training opportunities;
  - placing people in positions where they can learn different kinds of operations or skills;
  - moving experiences to people instead of moving people to experiences; and
  - tightening the company’s approach to talent development.


This study suggests a direct correlation between good leadership development and business results, and also focuses on five leadership development trends and its varied implications. Leadership development:

- Facilitates the global capabilities of leaders to lead effectively in complex, multicultural, and diverse environments.
- Allows for the sustainment of a pipeline of leaders.
- Extends learning and coaching via virtual connections.
- Leverages a coaching culture.
- Requires use of assessments to identify and grow many leader levels, as well as to predict leadership performance.

Understanding these trends is most important for talent management and leadership development practitioners who provide benchmarks, tools, and insights into leading practices; managers and executives participating in leadership development programs; and vendors of leadership development technology who create products to support these trends.


The author points to the possibility of “a rising tide of mediocrity” in Chinese managerial talent that could prove to be damaging to China’s economic growth in the long term. There is a huge demand for excellent, quality Chinese managers, but the short supply of skilled managers contributes to subpar and inexperienced leaders filling critical roles. The lack of qualified individuals to fill these roles is compounded by societal pressures for prestige and status. These pressures lead candidates to continuously chase the next opportunity at another multinational corporation, even if it is not what they want or are truly qualified to pursue. Companies perceive high attrition rates as reason to not adequately train their managers. The dearth of strong managers, combined with insufficient professional training, societal pressures, and low job satisfaction and engagement is a precarious situation.


This study examines how learning processes affect the level of cultural intelligence acquired by global leaders through overseas work experience. Cultural intelligence, also abbreviated as CQ, is defined as the ability to effectively deal and work with others from different cultural backgrounds. The researchers build on the concept that international assignments are rich experiential learning contexts, and they use Psychologist David A. Kolb’s experiential learning theory to better understand the most favorable learning style for global leaders to develop CQ through international experience.
The results establish that there is a positive correlation between the length of overseas work experience and CQ, and the positive relation is best strengthened by a divergent learning style. A divergent learning style differs from the other learning styles in that it highlights concrete experience and reflective observation. People with divergent learning styles tend to be imaginative and emotional. They are also able to mentally adjust and map different points of view to a concrete situation, which helps them work effectively and appropriately in different cultural contexts.


This report addresses the issue of scarce managerial talent in China and how Chinese leadership development could be improved to effectively meet the business demands of globalization. Given the relatively recent entrance of Chinese companies to the global economy, Chinese executives have less than two decades of global leadership experience and they have insufficient opportunities to cultivate the essential leadership skills to lead businesses in the global setting. The research compared Chinese managers to a sample of global leaders in various positions, and it revealed that Chinese respondents and those from other regions similarly rank important leadership traits. The general agreement proves effective leadership is perceived in the same manner among the global management population. However, the study highlights a Chinese leadership skill gap that is widest between middle and top management, where Chinese managers do not have the critical skills or competencies to transition to the executive level. The authors pinpoint five key leadership development needs to Chinese executives: business acumen, strategic agility, managing vision and purpose, comfort around higher management, and command skills.


This chapter evaluates the conventional forms of leadership development in China, particularly among multinationals that have pushed to accelerate local leader development since the early 1990s. In 2005, the authors detected trends that indicated Chinese companies were no longer requiring that individual “stars” within a company be fast-tracked and allowed to quickly advance through functional or business silos. Instead, companies increasingly understand the need to develop leaders with familiarity in cross-functional roles and responsibilities. The authors also identified other related changes: Chinese organizations are changing their approach to leadership development and the focus is shifted to:

- investing time to cultivate mature managers and instill an integrated perspective of the company;
- highlighting action learning and hands-on projects;
- encouraging coaching and mentoring in conjunction with formal training as a part of the succession management process; and
- outlining detailed international experiences for personal development and exposure to other approaches to working and thinking.
This article introduces the concept of “teachable fit” as a solution to many talent search woes. The concept encourages employers to look beyond traditional fit, where candidates are expected to come in with the full range of skills needed for specific positions. Instead, employers should look to recruit candidates who may not be from the same industry, but have adjacent skills and fillable skill gaps, thus making them a teachable fit for the position. Teachable fit is a functional framework that expands a company’s talent pool and urges it to thoughtfully understand its talent needs. The payoff is also significant in other ways, as employers can focus their investments in making employee training and development more effective. The research suggests that if employers identify candidates with fillable skill gaps, they should also assess the candidates’ capacity, motivation, and readiness to learn.


This research explores the evolution of leadership and identifies future trends for effective leadership. According to their sample of over 500 respondents, 84 percent believe that the definition of effective leadership has changed in the last five years. Compared to the past, present and future leaders are dealing with more complex challenges that are increasingly difficult to solve. From the research, it is clear that the following traits of leadership will become more necessary in the future: flexibility, collaboration, crossing-boundaries, and collective leadership. Interestingly, between past and future successful leadership capabilities, there is greater importance placed on abilities that would fall under “soft skills,” such as building relationships, change management, and leading employees. Many of these future significant capabilities point to the prominence of working with others across different roles and function to lead through change and unpredictability.


Based on discussions from four executive roundtables and a series of interviews with senior HR executives from large multinational companies located in the U.S. and Europe, this article considers the challenges in developing leaders in today’s global environment and it offers suggestions to address these leadership development challenges. Among the issues faced by HR executives, there is a level of uncertainty about how to develop global leaders for their company while organizations continue to struggle with strategizing how their companies should operate globally amidst rapid business changes. For some companies, while the business strategy defined ‘global’ in business terms and international expansion, it did not necessarily lead to defining what it would mean for long-term global talent identification and development. Other concerns include difficulties in establishing leadership pipelines, shortage of potential succession candidates, siloed departments not wanting to share their high potentials across the organization, accelerating the development of young leaders, and instilling broad but focused perspectives in leaders.

In addition to encouraging constant alignment between leadership development and business strategy, and emphasizing management sponsorship of leadership development efforts, below is a list of recommendations that may be helpful in thinking about leadership development challenges:

- **Assess talent** according to the business strategy context and future objectives so leaders are anchored in organizational success.
- **Develop talent** by focusing and building on people’s strengths, which comes more easily than changing weaknesses.
- **Action learning**, particularly stretch assignments, accelerates talent development by placing people in unfamiliar roles or geographies.
- **Manage mobility** and consider talent as a corporate asset. CEOs should lead deployment efforts and sponsor creative policies that incentivize mobility.

Furthermore, the article offers a framework for becoming a whole leader in a global environment. Effective global leaders should be able to “lead with their heads (to manage complexity), with their hearts (to manage diversity), and with their guts (to manage uncertainty).”


This report reflects the discussions, concerns, and conclusions of more than 100 executives about the challenges and role of leadership in an increasingly complex, high-speed, and ambiguous business environment. Members of The Conference Board councils on leadership development, learning, talent management, and diversity met in three continents to discuss the new forces impacting leaders...
and how they can be addressed. The participants concluded with a list of nine factors with the greatest influence on shaping leadership in 2020 and beyond:

1. Complexity
2. Speed of change
3. Diversity (fragmentation)
4. Sustainability/corporate social responsibility
5. Customer sophistication/value propositions
6. Regulation
7. Communication/transparency
8. Managing polarities/multiple time horizons
9. Changing expectations of the workforce

The report raises the issue of intercultural competency. For multinationals based outside of Asia, there can be a fundamental lack of understanding in corporate headquarters about the complexities and subtleties of individual country markets, demographics, and cultures. Only recently has there been a growth in sensitivity to specific country cultures and their nuances. The notion of an all-encompassing “Asian strategy” needs to give way to a “China strategy” or a “Singapore strategy.”


With 43 percent of all global consumption expected to come from Asian countries in the next twenty years, this report asks the important question: “Are there enough leaders to help capitalize on the Asian success story?”

Authors highlight that both the quality and quantity of leadership talent is present in Asia, but it is a matter of organizations and managers being able to identify, train, and retain that talent in order to be successful in this high growth market. In Southeast Asia in particular, where a variety of languages and cultural contexts can add to complexity, organizations must start building leadership early to ensure their leaders become naturally and fully integrated in local business environments. Through conversations with CEOs and HR executives both globally and locally, this paper identifies five imperative best practices in developing leadership talent in Asia:

1. Investment strategy drives talent strategy
2. Globalize before you localize
3. Reassess the way you identify talent
4. Create an Asian Talent Council
5. The employee value proposition is “engage ALL employees”


Due to the rapid globalization of economic activities and increased level of knowledge transfer among Asian nations, business leaders in these countries will have to work harder than ever to make sure they are developing leaders with the necessary management skills and cultural sensitivities to lead in this multicultural environment.

This research identifies a new set of essential leadership qualities and attributes for future Asian leaders:

- ability to recognize the decline of national boundaries;
- ability to manage cultural differences in three dimensions: international, national, and regional;
- ability to cope with the speed of international events and crises, including the speed at which technology changes; and
- ability to adapt to different management styles for changing economic environments while maintaining a vision that incorporates various cultural backgrounds.

These qualities and attributes were all developed under the belief that there is no “one-size-fits-all” approach to leadership development.


This article rethinks mobility, a popular strategy for developing general management breadth and retaining talent. However, when it is not executed appropriately, mobility can create unintended consequences, including operations disruption or an erosion of accountability as people leave without experiencing the success or failure of their decisions. Mobility can also become an expensive cost, particularly when moves involve international assignments or frequent relocations. Likewise, it can become an end in itself, where strategic and operational aims are swept aside while people chase new experiences.

The authors put forth the following guidelines:

- Mobility done right entails careful decision making around who is moved, how, and when, taking into account unique organizational circumstances.
- Safeguards, such as the time-in-position rules adopted at a consumer products company, have tangible benefits.
- HR data should be used to examine the number and types of moves, and assess the impact.

The article is based on the results of the 2009 Best Companies for Leadership survey conducted by Hay Group and BusinessWeek. The author probes into the cultures of the best companies on the list and discovers that what makes these companies great is not only their emphasis on good leadership but also how they approach it. They all carefully tailor their leadership development to fit their unique business strategies and organizational cultures. The other lessons that make these companies great for leadership are:

- **Important in bad times as well as good** Leadership development is top priority for these companies in good times, and during chaos, crises, and even a recession. Developing leaders is viewed not as a perk or a reward, but as a business necessity.

- **Positioned for the future** Opportunities to develop leadership capabilities is not the exclusive privilege of only a few. As people across all levels are expected to display leadership even without a formal position of authority, this privilege is extended to all throughout the organization.

- **Tailored approaches** These companies have different ways of developing their leaders. Some companies map it backwards (P&G) by starting with a destination role and then help leaders acquire a deep understanding of the role. Some identify potential talent early on, stretch their abilities, and then place them in positions that fit them best (GE).

- **Give employees access to events outside the office** Employee engagement and satisfaction are a top priority for all these companies. A few ways of achieving this is through rewards and benefits, and customized recruiting to expose company culture to new employees/leaders and events within and outside the office.

- **A hunger to learn** Best companies create environments that drive performance and a hunger to learn. They shift focus from production and revenue and instead, enable people to be passionate about helping company achieve its goals.


Ethical leadership, which researchers Ofri and Toor argue is essential to an organization’s success, is an important factor that should be considered in leaders’ talk, actions, and decisions. This research examines the effect of ethical leadership on employee outcomes and organizational culture in the construction industry in Singapore. To further examine the role of ethical leadership, researchers established six hypotheses to help explain the links between ethical leadership, organizational culture, employee outcomes, and other established forms of leadership. Through a series of interview and surveys, researchers found there were a number of statistically significant relationships when examining ethical leadership. It was found that ethical leadership was positively and significantly linked to transformational leadership, the effectiveness of a leader, an employee’s satisfaction with their leader, and an employee’s willingness to go the extra step. On the other hand, ethical leadership was seen to be negatively correlated with a transactional organizational culture and a laissez-faire way of leadership.


Since China is the “second” headquarters for many multinational companies, the focus of this study is to provide solutions for bridging the gaps between the leadership styles of Chinese leaders and those in the West. Though one-third of U.S. companies expect significant growth in their investments in China over the next few years, the challenge for many U.S. companies is to develop a pipeline of leaders with the skills and capabilities to succeed in the region. This problem is aggravated as studies show a significant difference in the styles of Chinese and U.S. leaders. There is increasing pressure on HR professionals to ascertain the current capabilities and potential of all leaders, and to create a learning environment to build the necessary skills for organizational growth. The authors recommend the following paths that may help HR executives develop local Chinese leaders:

- Focus on strategic thinking skills rather than operational skills.

- Use direct communication.

- Develop talent by providing constructive and direct feedback.

- Offer opportunities to develop cross-cultural intelligence, particularly across different countries and cultures; and

- Look to customization over standardization as one-size-fits-all approach to leadership development will not suffice.


This step-by-step guide helps organizations develop explicit leadership strategies in order to have the required leadership talent and pipeline in place for
Implementing business success. Leadership strategy is defined as a thorough plan that is driven by current and future required leadership capabilities and culture. Business strategies and priorities are at the root of the leadership strategy. The author draws parallels between business strategies and leadership strategies, which both require comprehensive analyses of current condition and an intentional future outlook. The strategies in both instances are a number of recommendations and decisions to minimize the distance between current and future results. After the leadership strategy is identified, a leadership development strategy can then be created to implement leadership and business strategies and to produce desired business results, leadership culture, and talent sustainability.


The authors identify four key attributes for the development of top leaders:

1. **Brand** The reputation for overall excellence, both ongoing success and inspirational leadership.
2. **Purpose** Engaging employees with a culture, mission, or business model to which they can relate. This is especially important for millennials.
3. **Opportunity** Offering growth opportunities and accelerated career progression.
4. **Culture** Portraying a clear image of integrity, meritocracy, and transparency.

The article provides several examples of how companies implement these attributes. For example, Lenovo, a Chinese technology company, provides accelerated development programs, which offers each high potential a career path and the career maps are linked to positions across the globe. Accountability for the process rests with line leadership, rather than HR.

The authors conclude with three lessons:

1. Beware of exporting your domestic talent strategy to emerging markets.
2. It is critical to establish a core of local talent.
3. Putting too much weight on English language skills can exclude potentially good recruits.


This article begins by highlighting the general need for global leaders who are capable of working anywhere and are empowered to conduct business in diverse cultures. It continues, though a series of case studies and in-person interviews, to examine how large multicultural organizations are assessing and preparing high potential performers to become global leaders.

The world’s leading organizations have begun to do this by first embracing a global mindset and in turn, training their high potential performers and demonstrating a commitment to diversity and the development of multicultural competencies. To help leaders think about how to do this within their organizations, this article details how a number of companies have embarked on their own journey to develop global leaders. There are a number of new approaches to developing global leaders that the report highlights:

- Develop talent networks to help drive long-term engagement with both current and prospective employees.
- Look for ways to develop emotional intelligence—a key attribute for successful global leaders.
- Make diversity a priority by highlighting success stories of employees of diverse backgrounds.
- Employ those from around the world to share information about their backgrounds and experiences.
- Share information with those new to the organization about how to work with those from other parts of the world.
This article draws on information from numerous academic research sources and interviews with senior human resource practitioners to discuss definitions of global leadership and the various strategies utilized by global companies to develop effective and successful global leaders. There is general consensus among many practitioners that, in today’s world, it is necessary to develop global leaders with a global mindset that allows them to seamlessly work across different functional, organizational, and cross-cultural spaces. Cultivating a global mindset goes beyond traditional learning and development programs, and it requires action and experiential learning to increase exposure to different ways of thinking and understanding. Examples of these strategic programs include temporary assignments, cross-cultural training, international cross-functional teams, and 360-degree feedback. These are opportunities for leaders to stretch beyond the local and to prepare for global challenges.


This research examines how the globalization of various social, political, and economic processes has changed the environment for business managers today. Increased complexity will require leaders to blend the business case with political and cultural sensibilities. This will require a radical revision to the way managers and leaders are used to thinking about leadership skills. The paradigm shift from the Industrial Age to the Information Age has led to a need for more heterogeneity within organizations that are looking to adapt to the growing complexity of society. This article urges HR leaders to look beyond the age old way of doing things and to recognize the degree to which organizational culture is shifting to evolutionary-based management styles that recognize that reality is too complex to adopt a one-size-fits-all approach.


The author has extensively studied the Royal Navy for over a decade, and draws useful lessons from their leadership culture that any organization could emulate. Successful leadership characteristics include:

- **Relentless cheerfulness** (suggesting confidence and capability) that flows downward through the ranks and is promoted through informal games, contests, and humor. It was found that morale remained high when teams were cheerful and enthusiastic.

- **A respect for open communication**: Bantering is openly encouraged as an upbeat and informal way to regulate relationships, break down hierarchies, and increase social cohesion. However, it is always tempered by respect for others.

- **An emphasis on storytelling** and leadership knowledge exchange through informal internal networks. Leadership information and stories are exchanged to assimilate new knowledge and insights into the Royal Navy’s collective consciousness and to help preserve the naval culture and philosophy.

Communication, in its varied forms, is an integral part of the naval leadership culture. The author suggests that the relevance of many of these forms and techniques is easily comparable to the corporate workplace where competitive and challenging situations require equally fleet-footed responses from the team.


In the article, the author considers military leaders to be ‘clutch,’ as they know how to succeed under pressure and are trained to make combat decisions with life-or-death consequences. The article identifies five traits of a clutch leader: focus, discipline, adaptability, being present, and fear and desire.

Because clutch leadership characteristics can be learned, the author shares the following three lessons for emerging corporate leaders:

- They are goal-oriented.
- They work in an organization that is continually striving to be better.
- They practice.


The article suggests that high-performing companies compete successfully on a global scale by mastering the ‘creative tensions’ that exists between different teams located in different regions. Based on interview responses from more than 40 CEOs and other top leaders at multinationals representing 20 industries, the authors identify three key attributes to help global
teams navigate seamlessly across boundaries. The three key attributes are:

1. **Clarity of focus and a sense of purpose** This can be created with the help of a leadership charter and a set of operating principles.
2. **Agility** To achieve this, companies need to get the right people in the room at the right time. Flexibility and viewing the top leadership group as a network rather than as a fixed hierarchy are a few ways of getting the right people into the room.
3. **Change ahead of the curve** Successful global teams are able to bring the future into the room.

The authors also recommend that while exposing the team to new technologies, new demographic groups, and new cultures can foster a global mindset, having learning agility is more important. They point out that global leaders with learning agility do not require constant globetrotting.


The authors use the example of National Grid to demonstrate how the company uses leaders' experiences and real business problems at the center of their leadership learning process to thereby improve leader effectiveness and business performance. During the leadership development processes, shortlisted participants at National Grid completed a series of assessments to understand how they were viewed within the organization and how they best learned. The “action labs” gave leaders insights into their own capabilities and those of their peers. Each lab was followed by coaching and back-on-the-job activities to help managers create their own personal learning strategies and to ensure that lessons learned in the lab were translated into action. An intensive program of this nature: helped leaders develop new skills, marked a shift in their collective sense of responsibility toward their own development, and reduced the top-down approach to decision making with decisions being made even at lower levels. The collective and collaborative energies translated into measurable results for the company, and led a reduction in the number of “lost time” injuries and a marked improvement in the utility’s reliability metrics.

Based on interviews with 30 senior HR executives from around the world, the author proposes 10 leadership rules, grouped under the three following broad themes:

- Expand horizons
- Create fast tracks
- Accelerate skills development


The article emphasizes the need for new leadership skills to manage the six fundamental shifts in today’s business:

1. Intensified global and local competition
2. Increasing importance of multiple stakeholders
3. Faster rate of information and innovation
4. Greater uncertainty and ambiguity
5. Greater emphasis on corporate social responsibility
6. Greater need for virtual teams that transcend an organization’s boundaries

In this article, the authors explore critical developmental experiences and lessons learned of leaders in China, India, Singapore, and the United States. There are four universally important sources of leadership learning in the four countries: bosses and superiors, turnarounds, increases in job scope, and horizontal moves and new initiatives. In addition, there are two unique sources of leadership learning specific to each country:

- **China** personal experiences and mistakes
- **India** personal experiences and crossing cultures
- **Singapore** stakeholder engagements and crises
- **United States** mistakes and ethical dilemma

In this example, the authors highlight two lessons that organizations can apply to make their leadership development stick: the learning environment must be tied directly to the strategic issues and challenges that matter most to the individual and the organization, and the participants must have clear opportunities to engage in and practice learning.

Among the leadership lessons learned from experiences, the three lessons relevant across all countries are:

- managing direct reports;
- becoming self-aware; and
- executing effectively.

Using the experience-lesson link, organizations can help leaders learn lessons sourced from real-world experiences and develop a leadership strategy that complements their business strategy.

The “Top Companies for Leaders” study reveals the leading trends in leadership competency models and offers case studies to implement theories into practice. The researchers developed the leadership code, a streamlined and balanced competency model derived from common existing leadership competency models. With extensive insight from leadership researchers and consultants, the leadership code functions as a summary of foundational high-performance leadership standards. The research shows that top companies (best-led companies around the world) include the foundational competencies in their competency model, when their models are compared to the leadership code. Additionally, top companies differentiate and add strategic value to their leadership competencies by incorporating customer and external stakeholder expectations. High-performing organizations are distinguished by their leadership competency models that involve customer input. Finally, top companies also align HR practices and talent systems to their leadership competency models. It institutionalizes the model and reinforces to internal employees and external stakeholders an organization’s commitment to create a consistent leadership brand.


This report is based on interviews with public service employees in Singapore regarding their experiences in leadership training. It offers insights into the most effective practices and the outcomes of development training.

- Ninety-two percent of interviewees cited challenging assignments as having a lasting impact on their development. Only 11 percent of the study’s participants indicated coursework and training as a source of leadership learning.
- Fifty-three percent of interviewees report a relationship with a boss or superior as a significant source of leadership learning.
- The most widely cited lessons learned for leadership were managing and motivating staff (61 percent) and accountability (53 percent). These two outcomes were primarily based on the employee’s relationship with their boss.
About This Report

This study is based on several major components: a global survey of business-line executives, a survey and follow-up interview with senior leadership development executives at targeted “best companies for leaders,” the creation of case studies and company profiles, and a comprehensive literature review.

Surveys

The DNA of Leaders: Business Executives Respond
Business-line executives were surveyed to determine their views on the skills and attributes necessary for success as global and regional leaders, the nature of leadership development at their organizations and their own personal leadership journey. 92 responses were obtained from senior level executives, from the director level to the CEO at local and multinational companies; 39 percent work for companies that operate in more than 50 countries.

The DNA of Leaders: Human Capital Professionals Respond
The Conference Board identified the top companies for leaders and effective leadership development around the world. A personal email outreach was sent to executives at 60 “best companies for leaders.” The companies were selected based on their positions in several global rankings including Aon Hewitt/The RBL Group/Fortune “Top 25 Companies for Leaders” from 2009 and 2011, Chief Executive Magazine’s “40 Best Companies for Leaders” from 2012 and 2013, and Hay Group’s “Best Companies for Leadership” rankings released in 2011 and 2012. 19 responded to the survey; 17 of whom consented to a recorded follow-up interview. 94 percent of these human capital executives’ companies operate in over 50 countries.

Literature review

A comprehensive literature was conducted to determine the spectrum of approaches and the impact of leadership development programs being implemented around the world today, particularly among those companies ranked as “best companies for leaders.” Sources included academic and business school publications, peer-reviewed journals, industry magazines, and consultancy publications.

Case studies

The case studies in this report are based on information gathered from interviews with senior leadership development executives of targeted corporations. The purpose was to gain insight into the structure and processes, best practices, and challenges of several highly successful senior leadership development programs. Interviews were conducted over the phone and lasted from 40 to 70 minutes.
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Rebecca Ray, PhD, is senior vice president, human capital, at The Conference Board and the leader of the Human Capital Practice. Human capital research at The Conference Board focuses on human capital analytics, labor markets, workforce readiness, strategic workforce planning, talent management, diversity and inclusion, human resources, and employee engagement. In addition to published research, related products and services at The Conference Board include peer-to-peer learning networks, conferences, webcasts, and experiential and other executive events. Rebecca hosts the monthly Human Capital Watch™ webcast, which explores current issues, research and practitioner successes for the members of The Conference Board. Rebecca oversees the Human Capital Exchange™, a website that offers research and insights from The Conference Board, its knowledge partners, and human capital practitioners. She was previously senior vice president, global talent management & development, for MasterCard Worldwide, where she was responsible for organizational learning, training, management and leadership development, employee engagement, performance management, executive assessment, coaching, organizational development, and succession planning. She received her PhD from New York University. She is the author of numerous articles and books and coauthor of Measuring Leadership Development (McGraw-Hill, 2012).

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Acknowledgments

The authors would like to recognize the significant contributions and superb dedication of Yolanda Lannquist, research analyst, and Michelle Kan, research assistant, of The Conference Board. Sherlin Nair, research consultant, made an important contribution, as did associate statistician Henry Silvert.

The authors would like to acknowledge the critical contribution of the human capital executives who participated in this study and without whom this research project would not have been possible. Finally, we are grateful to Siemens for their sponsorship of this study which we hope will advance the conversation on a critical issue for our profession.
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