

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

<b>Commercial Firms &amp; DOE</b>	<b>Business Diagnosis</b>	<b>Assessment Tools Used</b>	<b>Mentoring or Coaching Program</b>	<b>Program Design</b>	<b>Program Implementation</b>	<b>On-the Job Support</b>	<b>Evaluation</b>
<p><b>Department of Energy</b></p> <p><b>14, 700 Federal Employees</b></p> <p><b>100,000+ Contractor Employees</b></p> <p><b>Annual Budget: \$ 21.9 Billion</b></p> <p><b>Mission:</b></p> <ul style="list-style-type: none"> <li>- Energy</li> <li>- Science</li> <li>- Nuclear Security</li> <li>- Environment</li> </ul> <p><b>Major Competencies:</b></p> <p><b>Defined by Tech. Qual. Program, Occupational Series &amp; Functions</b></p>	<p>Government Performance Results Act</p> <p>DOE Strategic Plan</p> <p>Workforce Analysis 21</p> <p>Retirement Projections</p> <p>New Administration with emphasis and focus on Human Capital Management</p>	<p>Workforce Analyses Conducted</p> <p>Skills Assessments Conducted</p> <p>IDP's Mandated</p> <p>Organizational Assessments</p>	<p>New, department-wide Mentoring Program kicked off 2002 – initial pilot designed for GS13-15. Preparations underway to expand program to include GS9-12.</p> <p>Several of the Leadership Development Programs have separate mentoring components as well.</p>	<p>(See Current Leadership Structure Graphic)</p> <ul style="list-style-type: none"> <li>- Basic Foundation Level Activities</li> <li>- Supervisory &amp; Managerial Training</li> <li>- Leadership Development Programs</li> </ul>	<p>Some Department-wide Programs managed by the Office of Training and Human Resource Development. However, most programs are designed and implemented primarily by each Program/Field organization independent of each other.</p> <p>Management involvement varies. Resource dependent.</p>	<p>Support provided through the Office of Training &amp; Human Resources Development, through the ME-51 Training Consultant Program, and through individual office's human resources organization.</p>	<p>Developmental Programs have been rated successful. With the exception of the Corporate Career Development Programs being offered through USDA Graduate School and OPM, etc., most org. programs are not mature enough to evaluate long-term effectiveness</p>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### Federal and Private Sector Firms

Commercial Firms & DOE	Business Diagnosis	Assessment Tools Used	Mentoring or Coaching Program	Program Design	Program Implementation	On-the Job Support	Program Evaluation
<p><b>Abbott Laboratories</b></p> <p><b>57,000 Employees</b> <b>Gross Revenue: \$10+ Billion</b></p> <p><b>Mission:</b></p> <ul style="list-style-type: none"> <li>– Diagnostics</li> <li>– Hospital Products</li> <li>– Nutritionals</li> <li>– Pharmaceuticals</li> </ul> <p><b>Major Competencies:</b></p> <ul style="list-style-type: none"> <li>– Set Vision &amp; Strategy</li> <li>– Build Our Org. &amp; Inspire Our People</li> <li>– Know the Business</li> <li>– Drive for Results</li> <li>– Make the Difficult Decisions * Specific Behavioral Anchors are tied to each Competency</li> </ul>	<p>Health Care Reform Initiative of 1993 Balance of Power Shift between manufacturers &amp; customers.</p> <p>Industry mergers contributed to the need for programmatic change as well.</p>	<p>Created a Business Case to answer three strategic questions to prepare for radically different world and company growth.</p> <p><i>o How does Abbott prepare people developed in one world for a radically different one?</i></p> <p><i>o How will it standardize and teach the important things people have previously learned by immersion or osmosis?</i></p> <p><i>o How would Abbott ensure inclusive Leadership (diversity of thought, perspective, gender, race, and globally) that is enough for the rapidly changing world?</i></p>	<p>None.</p>	<p>Leadership Dev. Program initiated in 1991. Two Target Audiences.</p> <p><b>1) Leadership Dev. Prog.</b> Senior Leaders preparing for executive positions, Directors, Vice Presidents. (Target Pool: Several Hundred; 35 selected for annual program)</p> <p><b>2) Mgmt. Challenge</b> Senior functional managers and directors (Target Pool: Several thousand; 70 selected for two programs each year)</p> <p>Three-week process with 35 Hi-Po's. Business units nominate participants. Participants are prepared for top 140 positions in Company.</p> <p>Multi-rater assessment using Center for Creative Leadership "Prospector" tool. Interaction with CEO, COO</p>	<p>Leadership Competency Model. Guided by Abbott business objectives, technical objectives.</p> <p>Instituted second program—Management Challenge (MC) for broader audience. MC supports &amp; feeds Leadership Development.</p> <p>Abbott cultural elements also influence leadership development:</p> <ul style="list-style-type: none"> <li>▪ Passion for the business</li> <li>▪ Drive for achievement &amp; results</li> <li>▪ Desire for self-reliance</li> <li>▪ Bias for action</li> <li>▪ Team focus not individual heroes</li> </ul> <p>Community Service Projects used as part of the LDP to reflect Abbott's Core Values.</p>	<p>Computer Simulation - 15-hour computer simulation for teams of six to run a business using concepts in Leadership Program.</p> <p>Faculty Partnerships—external faculty for program delivery to provide integration of leading edge thinking with company strategy.</p>	<p>Uses three types of Measures:</p> <ul style="list-style-type: none"> <li>– <i>Short-term Process Results</i></li> <li>Participant satisfaction.</li> <li>Participant survey to determine impact of program.</li> <li>– <i>Leadership Development Objectives</i></li> <li>Data supporting linkage of Leadership Dev. Program to sales, finance and operations (still developing).</li> <li>– <i>Business Objectives</i></li> <li>Still in early stages of development. Gather anecdotal info from participants on their business performance. Will refine these into more concrete measures of success.</li> </ul>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

<b>Commercial Firms &amp; DOE</b>	<b>Business Diagnosis</b>	<b>Assessment Tools Used</b>	<b>Mentoring or Coaching Program</b>	<b>Program Design</b>	<b>Program Implementation</b>	<b>On-the Job Support</b>	<b>Program Evaluation</b>
<p><b>Bechtel</b></p> <p><b>50, 000 Employees</b></p> <p><b>Gross Revenue: \$14+Billion</b></p> <p><b>Mission: World’s largest industrial engineering/ construction firms</b></p> <p><b>Major Competencies:</b></p> <p><b>Coaching</b>  <b>Interpersonal Comm.</b>  <b>Org. Communication</b>  <b>Empowering</b>  <b>Motivating Others</b>  <b>Developing Colleagues</b>  <b>Problem-Solving</b>  <b>Decision-Making</b>  <b>Teamwork</b>  <b>Planning &amp; Organizing</b>  <b>Performance Orientation</b>  <b>Mentoring</b></p>	<p>“Building to 2010”                      Goal to be employer of choice in our industry.</p>	<p>Annual Talent Review –Reviews Leadership Team &amp; ID’s staffing gaps</p>	<p>No formal mentoring component</p> <p>“Stretch Assignments” involve some coaching.</p>	<p>CEO Owned.</p> <p>Sets framework for Bechtel leadership practices.</p> <p>Leadership Covenants &amp; Attributes Address “What’s in it for me!” (Compensation issues)</p>	<p>Visible –CEO owns.</p> <p>Addresses Skills &amp; Competencies, Leadership Process, Effective Teams.</p> <p>Actions are consistent with Goals.</p>	<p>Development Plans                      Stretch Assignments</p>	<p><b>Measures:</b></p> <p>Retention Rates</p> <p>Employee Surveys</p> <p>Place in Industry</p> <p>Time-critical slots open</p>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

<b>Commercial Firms &amp; DOE</b>	<b>Business Diagnosis</b>	<b>Assessment Tools Used</b>	<b>Mentoring or Coaching Program</b>	<b>Program Design</b>	<b>Program Implementation</b>	<b>On-the Job Support</b>	<b>Program Evaluation</b>
<p><b>BP Amoco</b></p> <p><b>85,000 Employees</b> <b>Gross Revenue: \$114 Billion</b></p> <p><b>Mission:</b></p> <p><b>Petrochemicals/Oil Production</b></p> <p><b>Major Competencies:</b></p> <p><b>Strategic Conceptualizer</b> <b>Respected Player</b> <b>Acts Wisely &amp; Decisively</b> <b>Leads Change</b> <b>Builds Best Teams</b> <b>Shapes Performance</b> <b>Ensures Alignment</b> <b>Environmentally Astute</b></p>	<p>“Project 1990” – Massive culture change initiative to introduce more open and empowered style of leadership throughout the org.</p> <p>1992 record low share price. Departure of CEO</p> <p>1999 Planned acquisition of ARCO.</p>	<p>Company was in crisis–needed world-class international leaders.</p>	<p>Mentor Feedback</p> <p>On-going Executive Coaching and guidance by line manager, mentor, org./industrial psychologist.</p>	<p>Developed 9 Leadership Competencies.</p> <p>360-degree feedback tool.</p> <p>Created <b>Leadership Enhancement through Assessment &amp; Development (LEAD)</b> Program that is a state-of-the-art assessment center.</p> <p>LEAD establishes a standardized process and metric to measure Leadership Talent across the organization.</p> <p>Hi-Potential Program for top 120 Positions.</p>	<p>Visible &amp; Active Support from CEO.</p> <p>Competencies cascaded down thru 3000 Leaders &amp; others.</p> <p>LEAD Program: Sr. Level Assessment. Nominated by Unit.</p> <p>LEAD is one-week in length and includes:</p> <ul style="list-style-type: none"> <li>– Training Introduction</li> <li>– Ice-Breaker Activities</li> <li>– Business Simulations</li> <li>– Integration &amp; Leadership Activities</li> <li>– Participant Feedback</li> </ul>	<p>LEAD is tied to:</p> <ul style="list-style-type: none"> <li>– Performance Appraisal</li> <li>–Personal Development Plan</li> </ul>	<p>LEAD Program used as objective assessment of 9 Leadership Competencies.</p> <p>Written feedback from participants.</p> <p>Two day meeting to address continuous improvement.</p>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

<b>Commercial Firms &amp; DOE</b>	<b>Business Diagnosis</b>	<b>Assessment Tools Used</b>	<b>Mentoring or Coaching Program</b>	<b>Program Design</b>	<b>Program Implementation</b>	<b>On-the Job Support</b>	<b>Program Evaluation</b>
<p><b>Colgate-Palmolive</b></p> <p><b>38,000+ Employees</b> <b>Annual Revenue: \$9 Billion</b></p> <p><b>Mission:</b></p> <p><b>Consumer Products – Household Personal Care Fabric Care Pet Nutrition</b></p> <p><b>Major Competencies: (Key Sales Leadership Competencies)</b></p> <p><b>Strategic Thinking Strategic Planning Taking Responsibility for Results Partnering</b></p>	<p>New business challenges in common with customers:</p> <ul style="list-style-type: none"> <li>– Globalization</li> <li>– Political Pressures</li> <li>– Active Consumerism</li> <li>– Slow Economic Growth in Some Markets</li> <li>– Information Technology</li> <li>– Competition</li> </ul> <p>Important, global trends are emerging in marketplace.</p> <p>New business risks from these trends. Want to become “Preferred Supplier” for key Accts.</p>	<p>Key Accounts much more important to Success.</p> <p>Key account managers have the greatest impact to address profitability.</p> <p>Key account managers most powerful to meet challenges of new business strategy.</p> <p>Training needs assessment conducted.</p>	<p>None used.</p>	<p>Substantial resources committed. Urgent need, program to be developed and implemented in one yr.</p> <p>Taskforce formed. Required to commit 15% of their time. Objectives of program based on Best Practices– Key Sales Leadership Competencies:</p> <ol style="list-style-type: none"> <li>1. <i>Understand Key Issues Facing Company and Its Customers</i></li> <li>2. <i>Ensure Strategic Alignment</i></li> <li>3. <i>Ensure Actionable Learning</i></li> </ol> <p>Methods &amp; Media:</p> <ul style="list-style-type: none"> <li>– Pre-Seminar Meetings</li> <li>– Four Days of Seminar Sessions</li> <li>– Account Application Journal</li> <li>– Learning Partnerships</li> </ul>	<p>Program cascaded.</p> <p>Senior Manager briefings, participant selection, selection of trainers, training of trainers.</p> <p>Global or pan-division Seminar conducted quarterly.</p> <p>Program carried out by a cadre of 10 Senior Sales &amp; Account Directors, some Task Force Members, and 25 additional, Certified Instructors.</p> <p>Program Sessions delivered by Teams of 2-3 Instructors to ensure diversity of experiences and cultural perspectives.</p>	<p>Learning Partnerships– collaborative support. Active world wide learning network.</p> <p>Direct communication from CEO &amp; Sr. Management</p> <p>“Recommendations to Sr. Management” meetings.</p> <p>Action Learning.</p> <p>Post Seminar Meetings with Managers.</p>	<p>Participant evaluations.</p> <p>Demonstrated learning by solving business case simulations.</p> <p>On the job improvements. Business results are tracked. Six-month follow-up evaluations conducted with results provided to Sr. Management.</p> <p>Used as basis for future business planning.</p>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

<b>Commercial Firms &amp; DOE</b>	<b>Business Diagnosis</b>	<b>Assessment Tools Used</b>	<b>Mentoring or Coaching Program</b>	<b>Program Design</b>	<b>Program Implementation</b>	<b>On-the Job Support</b>	<b>Program Evaluation</b>
<p><b>Exelon (formerly PECO Energy Co.)</b></p> <p>Formerly 14,000+ Employees; now under 7,000 Gross Revenue: \$10 Billion</p> <p><b>Mission:</b> Retail Electric and Natural Gas Service for over 1.5 Million customers</p> <p><b>Major Competencies:</b></p> <p>(Not Specifically Described. Part of their Leadership Competency Model addresses current and future Leadership Requirements. Assessment Centers are Considered the Linchpin of the Program. IDP Process is Key Component )</p>	<ul style="list-style-type: none"> <li>▪ Unprecedented change in utility industry.</li> <li>▪ Downsized by 50%.</li> <li>▪ Two early-out programs.</li> </ul> <p>Unionization attempts. Complete re-engineering of human resources function.</p> <ul style="list-style-type: none"> <li>▪ Changes in core values and beliefs. Key personnel changes.</li> </ul> <p>Need to:</p> <ul style="list-style-type: none"> <li>▪ Identify leadership requirements for deregulated market.</li> <li>▪ Create structured approach to create bench strength needed.</li> <li>▪ Create &amp; implement ways to close leadership gaps.</li> </ul>	<p>Individual Assessment Centers for each level.</p>	<p>Personal Coaching through out program</p> <p>Human resources professionals provide technical expertise, facilitates meetings, provide coaching to assure rigorous developmental plans and to ensure senior management commitment</p>	<p>Developed <b>Leadership Competency Model</b> by interviewing senior managers about leadership requirements.</p> <p>Program focuses on three levels: College recruits, junior to mid-level managers, and upper mid-management</p> <p><b>Management Dev. Council</b> Created - meets quarterly: 1<sup>st</sup> Qtr. Scopes out leadership development process for year 2<sup>nd</sup> Qtr. Receives final nominations for Levels II and III. 3<sup>rd</sup> Qtr. Reviews assessment Center results, issues identified 4<sup>th</sup> Qtr. Reviews &amp; approves Hi-Potential Individual Development Plans</p>	<p>Business Unit Line managers responsible for identifying and nominating emerging leaders.</p> <p><b>PECO Development Council</b> is team of Hi-potential employees who play a role in execution of levels II and III of the Leadership Development Process. Reviews Nominations from All Business Units to present final nominations for Mgmt. Dev. Council vote.</p> <p>Selected Candidates Attend Assessment Center(s). Verbal &amp; written reports provided to participants and their Sr. Mgmt. sponsors.</p> <p>Human resources professionals seek to improve bench-strength of company using information gained to leverage dev. needs.</p>	<p>Employees’ journal their learning activities for discussion among group.</p> <p>Human resources professionals provide technical expertise, facilitates meetings, provide coaching to assure rigorous developmental plans and to ensure senior management commitment.</p>	<p>Info gathered from Assessment Centers Provided:</p> <p>Organizational Capability Data</p> <p>Known Leadership Strengths &amp; Gaps</p> <p>Leadership Assignments Based Upon IDP Needs</p> <p>Ability to Assess Required Leadership Competencies to Address Competition</p>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

<b>Commercial Firms &amp; DOE</b>	<b>Business Diagnosis</b>	<b>Assessment Tools Used</b>	<b>Mentoring or Coaching Program</b>	<b>Program Design</b>	<b>Program Implementation</b>	<b>On-the Job Support</b>	<b>Program Evaluation</b>
<p><b>General Electric</b></p> <p><b>Employees: 300,000 +</b></p> <p><b>Gross Revenue: \$125.9 Billion</b></p> <p><b>Mission:</b> Produces aircraft engines, locomotives and other transportation equipment, appliances (kitchen and laundry equipment), lighting, electric distribution and control equipment, generators and turbines, nuclear reactors, medical imaging equipment, and plastics. Financial arm includes separate commercial finance, consumer finance, equipment management, and insurance units. Other operations include the NBC television network.</p> <p><b>Major Competencies</b></p> <ul style="list-style-type: none"> <li>* Learning Culture</li> <li>* Globalization</li> <li>* Six Sigma</li> <li>* Product Service</li> <li>* Digitization</li> </ul>	<p>1980's Great Technological changes.</p> <p>Economic stress. Challenges from outside US.</p> <p>Needed a "Game Plan" to address outside threats.</p>	<p><b>Performance Feedback and Coaching</b></p> <p><b>360 Degree Feedback</b></p> <p>Three priorities considered: Sharing Knowledge, Allocating Resources, and Developing Talent</p>	<p><b>Mentoring</b></p>	<p>Entry-Level Leadership Development Programs:</p> <ul style="list-style-type: none"> <li>• Commercial</li> <li>• Communications</li> <li>• Edison Engineering</li> <li>• Financial</li> <li>• Information Mgt</li> <li>• Operations Mgt</li> </ul> <p>Master-Level Leadership Development Programs:</p> <ul style="list-style-type: none"> <li>• Commercial Leadership Program</li> <li>• Human Resources Leadership Program</li> <li>• Risk Management Leadership Program</li> <li>• GE Capital Card Services Risk Leadership Program</li> <li>• GE Capital Card Services Marketing Leadership Program</li> </ul>	<p>Corporate Approach</p> <p>Entry-Level Leadership Programs employ a combination of responsible and important rotational job assignments &amp; formal classroom studies.</p> <p>The rotational assignments cut across different aspects of a GE business - provide broad and valuable experience in a relatively short amount of time (actual program length varies 4mos – 2 + years).</p> <p>Masters-level programs more complex – more stringent educational requirements &amp; longer rotational assignments.</p>	<p><b>Growth and Self-Direction - IDP</b></p> <p><b>Performance Feedback and Coaching</b></p> <p><b>360 Degree Feedback</b></p> <p><b>***Session C</b></p> <p>GE's annual human resources review gives managers a broad view of the team -- its strengths, and its needs. Session C is an essential part of succession planning to ensure a pipeline of management talent for GE's future.</p> <p><b>Mentoring</b></p>	<p><b>Six Sigma</b> is a highly disciplined process that focuses us on developing and delivering high quality products and services. "Sigma" is a statistical term that measures how far a given process deviates from perfection. The central idea behind Six Sigma is to measure how many "defects" are in a process, and eliminate them. It drives our thinking in everything we do and in every product we design.</p>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

Commercial Firms & DOE	Business Diagnosis	Assessment Tools Used	Mentoring or Coaching Program	Program Design	Program Implementation	On-the Job Support	Program Evaluation
<p><b>Hewlett-Packard</b></p> <p><b>Employees 88,000</b></p> <p><b>Gross Revenue: \$ 81.7 Billion</b></p> <p><b>Mission:</b> A leading provider of products, technologies, solutions and services to consumers and business. IT infrastructure, personal computing and access devices, global services, and imaging and printing</p> <p><b>Major Competencies:</b></p> <ul style="list-style-type: none"> <li>• Leaders inspire, foster collaboration and turn vision and strategies into action— with focused, clear goals.</li> <li>• Effective leaders coach, relay good news and bad, and give feedback that works.</li> <li>• Leaders demonstrate self-</li> </ul>	<p>Rapidly changing marketplace and rise of internet brought</p> <ul style="list-style-type: none"> <li>* Emerging Markets</li> <li>* Expanding Global Markets</li> <li>* Rapid Innovations</li> <li>* Organizational Growth - Merger</li> </ul>	<p>Reinvention strategy included acute need for leadership –</p> <p>Joint efforts by education and diversity groups aims to improve corporate capacity in developing talent increasing diversity retaining execs building mid-level management</p>	<p>Coaching program execution is externally contracted.</p> <ul style="list-style-type: none"> <li>- Allows HP leaders to dictate the structure and set expectations while including most current leadership development thinking.</li> </ul> <p>Mentoring Program 2-way conference agreements ensure ethical partnerships &amp; allow for secure, candid, coach – to – individual partnerships. <b>Minimum 1year commitments</b> required for Mentor – Protégé contracts.</p>	<p>Both internal and external approaches used to create a development program based on coaching/ mentoring.</p> <p>Well-structured, internal mentoring program allows HP leaders to develop emerging leaders</p> <p>External Coaching Program allows objective views of HP career elevation</p>	<p>Telecon establishes expectations &amp; consistency for 10 coaching sessions per participant, per year.</p> <p>HP partners w/ Mentor Group to do upfront work (i.e. training for mentors)</p> <p>Selection criteria for mentoring includes:</p> <ul style="list-style-type: none"> <li>• Mid-mgr job level</li> <li>• High performance track record</li> <li>• 5-7 years management experience</li> <li>• Demonstrated readiness for next job level.</li> <li>• Potential and interest.</li> </ul>	<p>HP Virtual Classroom, a tool used for:</p> <ul style="list-style-type: none"> <li>- interactive online training</li> <li>- group collaboration</li> <li>- team meetings</li> </ul> <p>Feedback, guidance, and career management are key coaching objectives.</p>	<p>Critical success factors for coaching include:</p> <ul style="list-style-type: none"> <li>• Coach quality</li> <li>• Ability of coaches to work w/ a diverse audience</li> <li>• Consistent, flexible coaching</li> <li>• Engaging the coaching quickly after kickoff</li> </ul> <p>Critical Success factors for Mentoring Program:</p> <ul style="list-style-type: none"> <li>• Mgt support</li> <li>• Complete cultural report</li> <li>• Mentor commitment</li> <li>• A good match.</li> </ul>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

<b>Commercial Firms &amp; DOE</b>	<b>Business Diagnosis</b>	<b>Assessment Tools Used</b>	<b>Mentoring or Coaching Program</b>	<b>Program Design</b>	<b>Program Implementation</b>	<b>On-the Job Support</b>	<b>Program Evaluation</b>
<p>awareness and a willingness to accept feedback and continuously develop.</p> <ul style="list-style-type: none"> <li>• Leaders speak with one voice and act to eliminate busy work.</li> <li>• It is important to measure people on the results they achieve against goals they helped to create.</li> </ul>							

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

<b>Commercial Firms &amp; DOE</b>	<b>Business Diagnosis</b>	<b>Assessment Tools Used</b>	<b>Mentoring or Coaching Program</b>	<b>Program Design</b>	<b>Program Implementation</b>	<b>On-the Job Support</b>	<b>Program Evaluation</b>
<p><b>Honeywell</b> (Formerly Allied Signal)</p> <p><b>70,000+ Employees</b> <b>Gross Revenue: \$16+Billion</b> <b>11 Strategic Business Units</b></p> <p><b>Mission:</b></p> <p><b>Advanced Technology, Mfg., R&amp;D</b></p> <p><b>Major Competencies: (Success Attributes)</b></p> <p><b>Business Acumen</b> <b>Customer Focus</b> <b>Vision &amp; Purpose</b> <b>Values &amp; Ethics</b> <b>Bias for Action</b> <b>Commitment</b> <b>Teamwork</b> <b>Innovation</b> <b>Developing People</b> <b>Performance</b> <b>Technical</b></p>	<p>Future called for significant growth &amp; productivity gains.</p> <p>In 1991, new CEO and major organizational-change program instituted. “To be one of the world’s premier companies, distinctive and successful in everything we do.”</p> <p>New Central Values: “Customers, Integrity,, People, Teamwork, Speed, Innovation, and Performance”</p>	<p>Strategic Planning, Annual Operating Planning, and <b>Management Resource Review (MRR)</b></p> <p>MRR designed to systematically assess and develop the capability of people within organization.</p> <p>It is integrated with performance management and career development processes, focuses on review and development of individual results, behavior and <b>potential–Integrated Performance Management and Development (IPMD).</b></p>	<p>None used.</p>	<p>Cross-business, cross-functional Team established to 1) design program, 2) develop survey and process, 3) identify and select vendors, and 4) make program recommendations.</p> <p>Chartered to develop a <b>Multi-Source Feedback (MSF) Program.</b></p> <p>Dev. Business Case for the MSF.</p>	<p>Vision of MSF was to 1) assist employees and managers in enhancing IPMD process by collecting feedback from multiple sources and 2) to foster an organizational environment that encourages and supports trust, respect, and partnership in a team-based workforce.</p> <p>MSF Core Values Communicated to employees.</p> <p>Leadership Assessment Summary is tool used to assess and track High Potential participants, participants with Promotion Potential, and Overall Talent/ Experience.</p>	<p>CEO role was critical. “... effective MSF stands as evidence of our commitment to improving &amp; developing the abilities of all employees. Moreover, it reflects a true team environment, one in which leaders stand not in judgement of subordinates’ performance, but rather act as partners so we effectively build on our strengths....” L. Bossidy</p> <p>MSF Coordinators &amp; Vendors –Relationships with Participants was important to success of program.</p>	<p>MSF Participant Feedback</p> <p>Continuous Improvement Summary used as part of a subjective process reviewing performance &amp; behaviors of group.</p>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

Commercial Firms & DOE	Business Diagnosis	Assessment Tools Used	Mentoring or Coaching Program	Program Design	Program Implementation	On-the Job Support	Program Evaluation
<p><b>Imasco</b></p> <p><b>20,000+ Employees</b> <b>Gross Revenue:</b> <b>\$10 Billion (Canadian)</b></p> <p><b>Mission:</b> – Tobacco – Financial Services – Drugstore and Land Industries</p> <p><b>Major Competencies:</b></p>	<p>Diversified conglomerate facing challenge of leading and allocating resources across a diverse group of companies.</p> <p>Company culture values decentralized control.</p>	<p>Determined a need for Learning by Doing or Action Learning.</p> <p>Built a Business Case for Action Learning addressing major corporate issues.</p> <p>Human Resources executives driving for formalization of succession planning and career development for high potential managers across all operations.</p>	<p>None used.</p>	<p><b>Characteristics of Action Learning</b> include:</p> <ol style="list-style-type: none"> <li>1) Emphasis on Learning by Doing</li> <li>2) Team Performance</li> <li>3) Problem-Solving using Actual Company Issues</li> <li>4) Team Decisions Formalized into Presentations</li> </ol> <p><b>Objectives of Action Learning Team:</b> Develop mgmt. &amp; strategic skills of participants, expose participants to IMASCO guiding principles and philosophy, identify and accelerate leadership development of Hi-Po's.</p>	<p><b>Three Components of Action Learning Program:</b></p> <ol style="list-style-type: none"> <li>(1) On-site Operating Company Visits,</li> <li>(2) Customized management education program (1 Week). Topics include: Globalization, Consumer Demographics, Organizational Change, Leadership, Getting Value from Information Technology, Market Segmentation, and Strategic Use of Financial Controls</li> <li>(3) Multi-disciplinary and multi-industry team effort on an actual, LIVE work project called "IMASCO: The Next Generation." Culminates with presentation addressing what IMASCO should look like in 10 years.</li> </ol>	<p>Team support.</p> <p>Facilitators act as Advisors.</p> <p>Direct interaction with CEO .</p>	<p>Five years of experimentation &amp; feedback.</p> <p>Took 3 years to gain full trust and commitment of operating companies.</p> <p>Success depends on critical variables: 1) Commitment to the process–time, resources, and candor 2) Participant Team Dynamics Affecting Quality of Outcomes 3) Facilitator(s) Role is Absolutely Essential. More is better than less.</p>

## Benchmarking Managerial/Leadership Development & Succession Planning Programs

### *Federal and Private Sector Firms*

<b>Commercial Firms &amp; DOE</b>	<b>Business Diagnosis</b>	<b>Assessment Tools Used</b>	<b>Mentoring or Coaching Program</b>	<b>Program Design</b>	<b>Program Implementation</b>	<b>On-the Job Support</b>	<b>Program Evaluation</b>
<p><b>Motorola</b></p> <p><b>20,000+ Employees</b> <b>Gross Revenue: \$10+ Billion</b></p> <p><b>Mission:</b></p> <p><b>Electronics</b></p> <p><b>Major Competencies:</b></p> <p><b>Focused on Business Needs rather than Specific Leadership Competencies</b></p>	<p>Motorola’s Messaging Systems Product Group (MSPG) experienced rapid growth fueled by globalization of markets and retail distribution to consumers. Led to a dramatic shift in size and geographic distribution of MSPG’s business which placed unique demands on the entire Motorola organization.</p> <p>Motorola estimated a need for an additional 200 senior-level global business leaders in order to retain market share and keep abreast of growth rate.</p> <p>Current leadership development approach would not meet this need.</p>	<p><b>Global In-depth Training Needs Assessment (TNA).</b> (Sixteen week process. Interviews of General Mgrs. and Focus Groups) TNA was market driven. Focused on business needs data in lieu of leadership competencies.</p> <p><b>Findings:</b></p> <p>1) <i>Emerging leaders not prepared for future business challenges</i></p> <p>2) <i>Leadership &amp; Mgmt. Skills were not improving</i></p> <p>3) <i>No sense of urgency to change leadership culture</i></p> <p>4) <i>Revealed a short-range focus on major change issues.</i></p>	<p>None Used.</p>	<p>Determination made that traditional learning and development approaches would not meet need to develop leaders within timeframe required.</p> <p><b>Global Organization Leadership Development (GOLD) Process</b> needed to be designed, developed and piloted within 8 months.</p> <p>GOLD is an accelerated leadership development process, not a Program, with three distinct elements:</p> <ul style="list-style-type: none"> <li>– Training</li> <li>– Business Challenges (Action Learning)</li> <li>– GOLD miner Database &amp; Tracking Process</li> </ul>	<p>GOLD sessions take 3-months. Conduct four sessions each year—one per quarter. Focusing on thirty to thirty-five participants each quarter—110 GOLD Alumni each year.</p> <p>One Full-Time Administrator handled internal administration of the GOLD process—nominations, files, contracts and general trouble-shooting.</p> <p>Administrative and logistical activities contracted out.</p> <p>World-Class Internal and External Faculty.</p>	<p><b>GOLDminer database</b> tracks alumni of program, leadership development opportunities, rotational assignments, promotions, and identification of new leaders for new assignments. General and Senior Managers have access to database.</p>	<p><b>Used Multi-level Evaluation Strategy.</b> Provided continuous and real-time evaluation. This permitted real-time changes to the GOLD process when required. Focus of evaluation strategy:</p> <ol style="list-style-type: none"> <li>1) During &amp; Post- Training Evals.</li> <li>2) Transfer Evals.</li> <li>3) Impact Eval.</li> </ol> <p><b>Lessons-Learned:</b></p> <p>Management. Commitment is Essential Link to Business Issues Look Beyond Traditional Approaches Develop Incrementally Use Best-in-Class Faculty Evaluate Continuously</p>