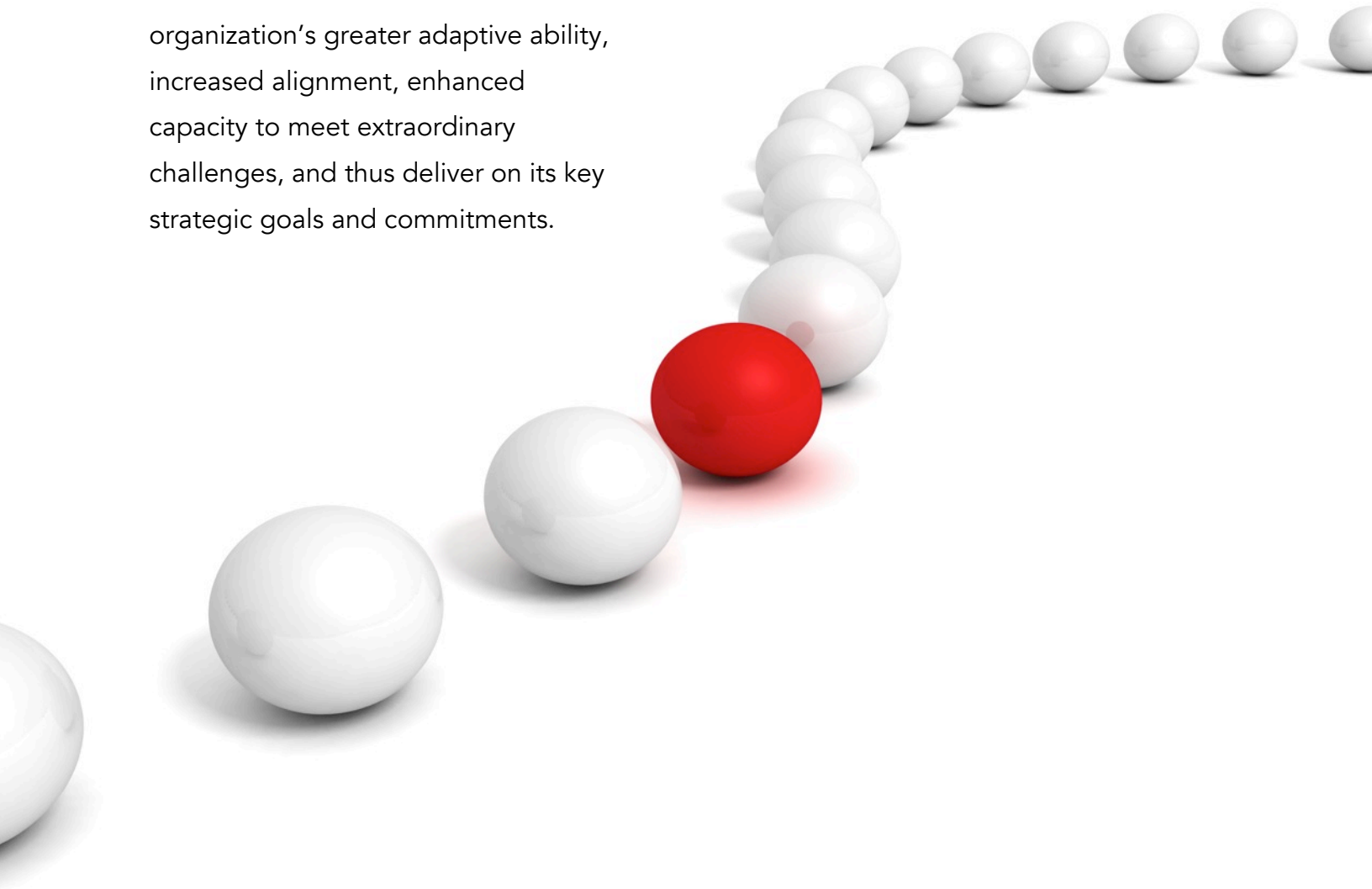


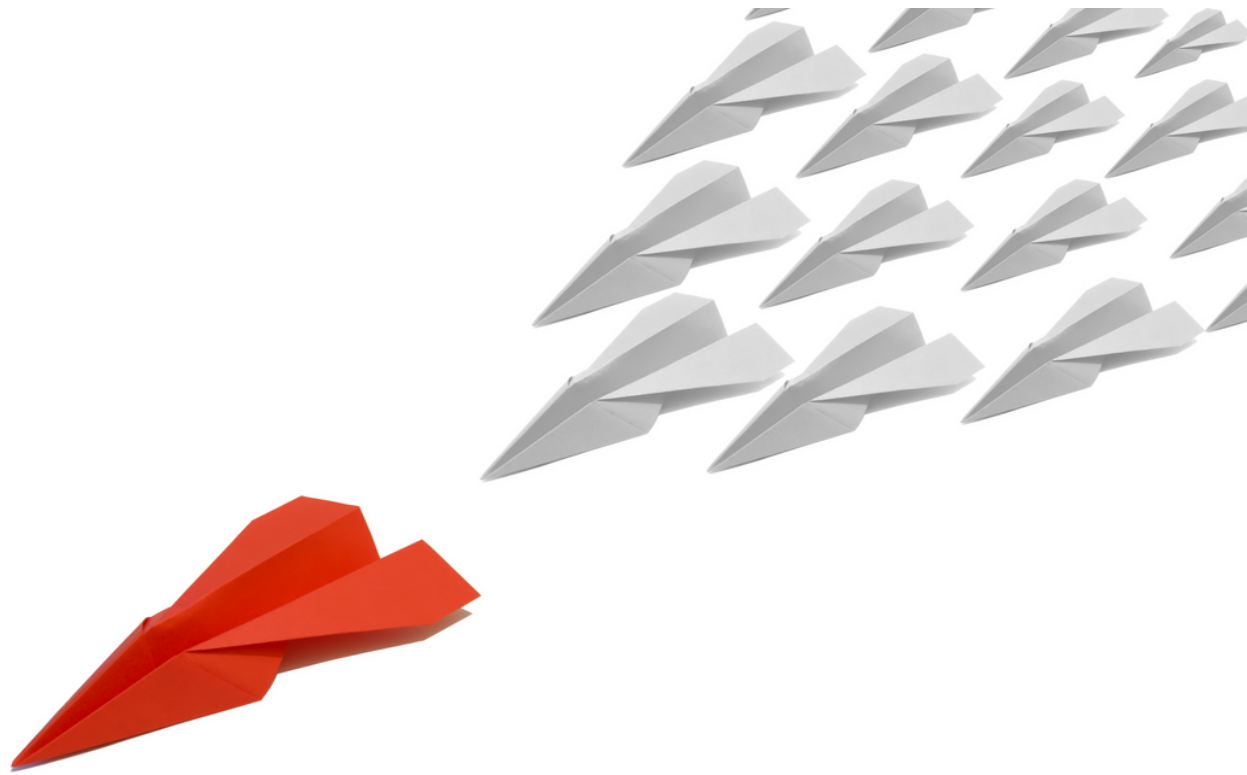
Developing Global Leaders in a Complex World

A study of best in class
leadership development programs

Leadership is everything.

Organizations that commit to developing leaders benefit from greater organizational health and agility, which is essential for addressing the increasingly complex challenges faced in today's world. Investment in leadership development contributes to stronger organizations as it supports leadership essentials including self-awareness, communication, learning, and teamwork. These in turn allow for an organization's greater adaptive ability, increased alignment, enhanced capacity to meet extraordinary challenges, and thus deliver on its key strategic goals and commitments.





The Study.

This Leadership Development study identifies methods and frameworks used by innovative organizations to develop the capabilities critical to the success of emerging leaders.

It includes a review of the literature on leadership development, crossed with the qualitative data gleaned from interviews with recognized organizations, to identify best practices in leadership development.

This summary highlights key attributes of the research, and lays out themes and implications for programs aimed at developing emerging-leaders.

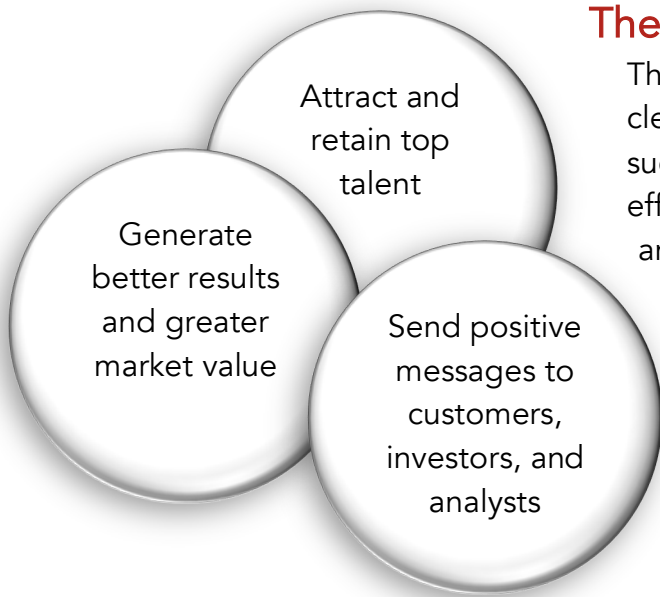
Participant organizations were selected from:

Data was collected from two-dozen organizations including PepsiCo, Southwest Airlines, MedImmune/AstraZeneca, Sonos, Experian, Motley Fool, Bank of America, and Starbucks.

Relevant articles and case studies in leading publications, e.g. HBR, Fast Company

“Best of” lists and recognition from experts, e.g. Fortune, Great Places to Work

Attention of professional orgs, e.g. International Leadership Association, Academy of Management



The Why.

The literature made clear that strategic success depends on effective leadership and that investing in leadership development has multiple additional benefits.

In order to meet the complex challenges of the 21st century, organizations need to develop leaders that can:

- Lead with emotional intelligence to get results
- Deal with ambiguity and be adaptable and flexible
- Utilize networks and foster relationships to increase collaboration
- Create and maintain innovative and agile cultures
- Operate strategically from a systems or enterprise perspective
- Harness paradoxical tensions
- Lead with a global mindset
- Develop horizontally (enhance skills) and vertically (expand mindsets)



The How.

To support development, the literature suggests that programs include a mixture of:

- Face-to-face sessions and the use of virtual technology
- Assessments and experiences that increase self-awareness
- Activities that challenge the mindsets that drive behaviors
- Action learning projects
- Mentoring and coaching
- Learning linked to the business and on-the-job activities

The organizations studied were grouped into three categories according to the degree to which their leadership development activities compared to the literature findings:

Ad hoc

Allocate funds for managers to use at their own discretion for development.

A la Carte

Provide a variety of opportunities such as courses and mentoring programs but do not have an overarching framework for developing leaders.

Aligned

Have formal programs aligned with their organizational strategy, values, and culture. Content of these programs is detailed below.

Most award-winning and industry-recognized organizations have an Aligned approach





Individual Level

- Self-Awareness and Self-Management
- Leading with Know-How and Inspiration
- Executive Presence
- Presentation Skills
- Vertical Development/Leadership Maturity
- Challenging and Developing Mindsets
- Developing Polarity/Paradox Capability

Interpersonal Level

- Building Trusting Relationships
- Effective Communication
- Conflict Management
- Coaching and Developing Others
- Leading High-Performing Teams
- Increasing Collaboration

Organizational Level

- Networks and Organizational Savvy
- Business Acumen & Leading the Business
- Igniting Innovation and Creativity
- Strategic Mindsets and Planning
- Building and Leading Culture
- Leading Change and Continuity
- Leading from a Global Perspective

The What.

Based on research of top organizations and thinkers, to develop a best-in-class and innovative program for emerging leaders, an organization should use its strategy, values, and culture as a foundation to design programs that build skills in three areas:





The Best.

To be best in class, a development program's enterprise-wise approach should include:

- Development of competencies needed for the organization's strategic success
- A formal selection process
- Duration over time with interactive events to deepen learning and connections
- Internal and external experts as facilitators and coaches
- Assessments—including a 360-evaluation and development planning
- Assignments outside the classroom and between sessions
- Action-learning business or community projects
- Tracking effectiveness of the program and individual change
- Involvement of senior leaders, business units, and HR partners
- Celebration at the conclusion of the program



Innovative and Notable Approaches and Methods

MedImmune: Changing the Way Leaders Think

MedImmune (AstraZeneca) runs a 12-month program for high-potentials focused not just on what leaders do (horizontal development), but how they see the world (vertical development). The curriculum is designed to develop the skills and mindsets that drive the organization's strategic success and is built upon an entire portfolio of offerings and opportunities available to leaders.



Pepsico: Developing Leaders to Drive the Culture

Pepsico offers an exemplar program that develops the skills and mindsets leaders need in order to build the culture that the organization needs for ultimate success. The program utilizes face-to-face sessions along with virtual offerings to meet the demands of leadership development in a global organization.



Motley Fool: Creating a Culture of Learning with Coaching

Motley Fool uses software to house 360 feedback data and track learning goals and progress, thereby providing a view of a leader's development trajectory. Access is given to senior leaders and coaches who provide ongoing feedback, input, and suggestions, which are used by coaches and managers in developmental conversations with these high potential leaders.



Southwest: Shifting and Integrating New Mindsets

Southwest Airlines advocates a residential program that pushes participants outside their comfort zone in order to challenge underlying beliefs and assumptions that impact leadership. Such leadership programs also cement bonds and networks while allowing integration and embodiment of new leadership behaviors.



Sonos: Shaping a Mindset of Leadership Inquiry

In Sonos' leadership development programs leaders at all levels participate together in the same program to create wider perspectives and relationships. Experiential learning that uses the world as a metaphor might see a group convene in a museum, theatre or baseball diamond where dialogue with leaders from other fields help them shape a mindset of inquiry and discovery.



Bank of America: Linking Development to Succession

Bank of America uses the nine-box model approach to succession planning in which performance, or the 'what', is plotted against leadership, or the 'how', to document and track the impact of leadership development among its high potentials. This contributes to making leadership a key conversation and component of advancement.





Leadership is everything.

Want to talk more about the best way to develop the leaders you need for strategic success?

Brainstorm innovative ways to get the most from your leadership development efforts?

Bounce around ideas about how to meet the unique needs of leaders in your organization?

Reach out to the authors of this study – they love to talk with other smart people about what’s happening in the field of leadership – and they’d love to talk with you!



Nancy Wallis, PhD, and Brian Emerson, PhD, are described by clients as “extremely insightful, highly practical and incredibly fun” experts in the area of leadership and organizational development. They have partnered with organizations in a variety of sectors such as PBS, Pacific Life, Madison Square Garden, MedImmune/AstraZeneca, The Nature Conservancy, eHarmony, and Bon Secours Health System.



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