

---

# CONTENTS

---

<b>Figures, Tables, and Exhibits</b>	<b>vii</b>
<b>Foreword</b> <i>Warren Bennis</i>	<b>xi</b>
<b>Introduction</b> <i>David Giber</i>	<b>xv</b>

---

<b>PART ONE: DEFINING LEADERSHIP DEVELOPMENT</b>	<b>1</b>
1 Context, Culture, and Complexities: Best Practices Versus Best Fit	3
2 Helping People Achieve Their Goals	21
3 Assessing the Leader	30
4 Leadership Development and Organizational Strategy	56
5 Developing the Innovative Leader	78
6 Developing Leaders in a Global Landscape	97
7 Investing in Women: Why It Is Critical for Companies in the Twenty-First Century	140

---

<b>PART TWO: BEST PRACTICES IN LEADERSHIP DEVELOPMENT</b>	<b>169</b>
8 McKesson	171
9 Yahoo!	193
10 Johnson & Johnson	209
11 Cisco: Collaborative Leadership	231
12 Department of Treasury and Finance, Victoria, Australia: Creating High-Performing Teams	247
13 Macy's	277
14 Bank of America: Executive On-Boarding	298
15 Humana: Advancing Strategy and Building Culture Through Leadership Development	315
16 Dell	336
17 Land O'Lakes: Leadership Edge Case Study	365
18 PricewaterhouseCoopers: A Global Leadership Development Program for High-Potential Staff	389
<b>Appendix: Global Survey—How Organizations Practice Leadership</b>	<b>413</b>
<b>Sources</b>	<b>433</b>
<b>Index</b>	<b>439</b>
<b>About the Editors</b>	<b>451</b>
<b>About Linkage Inc.</b>	<b>455</b>

---

## FIGURES, TABLES, AND EXHIBITS

---

### Figures

1.1	Aligning Leadership Development with Strategic HR Components	5
1.2	Leadership Development Tools and Processes	13
4.1	Strategy: Moving from Current Reality to Desired Destination	58
4.2	Leaders as Strategic Architects, Translators, and Doers	59
6.1	The 4E's Framework	126
6.2	The Role of Leadership in the 4E's Framework	128
7.1	Steps in the Behavioral Coaching Process	153
7.2	Sample Development Plan	154
7.3	360-Degree Data on Leader Self-Perception	161
8.1	McKesson Leadership Development Path	176
8.2	Answers to Questions on Project Goal and Personal Targets	186
12.1	Executive Team Development Program	253
12.2	A Model of High-Performing Teams	254
12.3	Team Iceberg	259
12.4	Team Performance Curve	259
12.5	Styles of Interaction	260

12.6	Comparison of Staff and Executive Team Members' Ratings of Team Capability	266
13.1	The Leadership Choice Model	280
15.1	Learning Consortium Model: The Networked Organizational Structure	320
15.2	Leadership Development Compass	323
15.3	Real World Work Sessions to Date	330
15.4	Executive Coaching Cycle for Women in Leadership	331
16.1	The Three Levels of Solutions to Leadership Development	342
16.2	Strategic Contributions of Dell Leaders	346
16.3	Global Leadership Curriculum	348
16.4	Coach Satisfaction Survey to Date ( $N = 204$ )	357
16.5	Coach Effectiveness Ratings	358
17.1	The High Potential Leadership Development Action Learning Process	372
17.2	The Alignment Model	376
17.3	Land O'Lakes High Potential Leadership Development Action Learning Process	379
18.1	Program Learning Objectives	401
A.1	Effectiveness of Organizational Leadership Development Efforts	414
A.2	Age of Organizational Leadership Development Systems	415
A.3	CEO Involvement in Leadership Development	416
A.4	Budget Allocated Toward Leadership Development	417
A.5	Populations Targeted by Leadership Development	418
A.6	Areas of Greatest Proficiency	419
A.7	Areas Requiring the Most Significant Improvement	419
A.8	Participation in External Leadership Development Programs	421
A.9	Most Widely Recognized Leadership Competencies	422
A.10	Frequency of Formal High-Potential Selection Systems	423
A.11	Rate of Status Disclosure Among High-Potential Populations	424
A.12	Importance of 360-Degree Feedback in Training Initiatives	425
A.13	Most Widely Used Leadership Development Methodologies	427
A.14	Most Underused Leadership Development Methodologies	428

**Tables**

1.1	Learning Experiences for Leadership Development	14
1.2	Rating Talent Management Tools and Processes	16
1.3	Rating Leadership Development Tools and Activities	17
1.4	Rating Performance Management Tools and Processes	18
5.1	Eight Ways to Organize to Innovate	85
6.1	The Global Leadership Framework	133
8.1	LTL Program Time Line of Events, 2007–2008	179
13.1	A Store Manager’s Plan for Improving the Work Environment	290
13.2	Leadership Choice Program Summary	291
13.3	Merchant Leadership Development Program Study Summary	293
17.1	Leadership Edge Agenda	373
17.2	Action Learning Team Charter Example	378
17.3	Leadership Edge Evaluation Results (Number of Responses)	381

**Exhibits**

12.1	Department of Treasury and Finance Aspiration Statement	269
12.2	Reflection and Development Planning Tool	270
12.3	Pulse Questionnaire	271
12.4	Team Process Observation Guide	275
14.1	Sections of the Written On-Boarding Plan	312

<http://www.pbookshop.com>