Using Experience to Develop Leadership Talent

Editors

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Research has clearly shown that effective leaders continue to learn, grow, and change throughout their careers and that a significant part of this development occurs through on-the-job experiences. The challenge for organizations: how to best act on this knowledge and more intentionally use experience to develop leadership talent.

The leadership development field has indeed come a long way from a singular emphasis on training and educational programs as “the way” to develop leadership talent. Understanding and acknowledging the central role of experience in leader development has led to new approaches and practices. Yet designing and implementing experience-centric leader development processes and systems remains full of challenges.

This book provides an in-depth look at a variety of leader development initiatives that have taken up the challenge of putting experience at the center of the development process. The chapters are written by practitioners who describe how they and their organizations have worked to put experience at the center of a targeted development initiative or have built a management development process with experience as its foundation. They share strategies, practices, challenges, and lessons learned. As a set, these chapters provide a global perspective on the topic, describing challenges and practices in multinational companies and including organizations headquartered in different parts of the world.

In the Introductory chapter, the editors will provide an integrative framework for experience-based leader development and a roadmap for navigating through the chapters. A Concluding chapter will highlight what the editors think remains to be done in both the research and practice worlds.

Organization of the Book

Introduction

Section I: Using Developmental Experiences to Achieve Strategic Business Objectives

Chapter 1: Building Leadership Breadth at Eaton Corporation

(Connie Wayne, *Eaton Corporation*)

This chapter will describe how a learning-from-experience model serves as a foundation for developing senior leaders with the breadth needed to grow and manage an organization. The author will share how a shift in mindset around growing leadership capabilities through experience came about at Eaton, and the processes and tools developed to support this approach.

Chapter 2: Leadership Development Strategy at P&G

(Moheet Nagrath, *Procter & Gamble*)

At P&G the strategy of developing global leaders through a systemic and structured use of diverse experiences has yielded results, over generations and across the world in different cultures. This chapter describes the worldwide activity systems that recruit, develop, and assign talent to roles across the company, and the role experiences play in identifying, developing, preparing, and challenging high potentials.

Chapter 3: Developing a Pipeline of Internal Leadership Talent at 3M

(Karen Paul, Cindy Johnson, Kathie Karls, *3M*)

This chapter will show how 3M made experience-based learning central to its leadership development processes and the positive consequences that followed even during difficult times. The authors will describe how in collaboration with the CEO, Human Resources put the practices and programs in place to produce a strong pipeline of internal talent.

Chapter 4: Developing Leaders at All Levels at Yum Brands

(Jim Howard, *Disney Consumer Products,* and Tim Galbraith, *Yum! Brands*)

HR and business leaders at Yum! designed a leader development strategy that was global in scope, universally applicable, and would impact everyone from individual contributor to senior leaders. The author will share how the new framework that put experience-based development in the center was embedded in organization processes and supported through skill-building.

Section II: Using Projects and Short-Term Assignments Effectively

Chapter 5: A Project-Based Approach to Developing High Potential Managers at Tata

(Satish Pradhan, *Tata*)

Tata Administrative Services is a long-established career development program for high-potential entry and junior-level managers that makes extensive use of project assignments, including a community project and an international assignment. The authors will describe this project-based approach to development at Tata and how it is being recalibrated to meet the needs of changing business dynamics.

Chapter 6: Integrating Strategic Projects and Leader Development at GSK

(Kim Lafferty, Steve Chapman, *GlaxoSmithKline*)

The Future Strategy Group at GlaxoSmitKline consists of small, focused teams that bring together emerging talent from across the company to work on key strategic projects. The authors will describe how these projects are used not only to drive the company’s transformation agenda but to accelerate the development of emerging leadership talent from across every business unit and geography.

Chapter 7: Using Socially Responsible Service Projects to Develop Leaders at IBM

(Vicki Flaherty, Mathian Osicki, *IBM*)

IBM Corporate Service Corps (CSC) is a suite of investment programs to help employees enhance their skills and expertise as global leaders and empowered citizens of the 21st century workforce. The authors will describe how CSC brings together teams of diverse employees and deploys them in problem-solving assignments in developing countries, and will share first-hand accounts of how these assignments helped build leadership capacity.

Chapter 8: Using Part-Time Assignments to Broaden Senior Leaders at Genentech

(Nisha Advani, *Roche*)

Development Pathways is a process for enhancing cross-functional perspectives and business knowledge among mid-level leaders at Genentech that makes use of part-time assignments and a network of supportive relationships. The author will describe how a “self-service” approach that puts the process in the hands of leaders and their bosses was created.

Chapter 9: Krishna-Arjuna Coaching and the Fire of Experience at JK Organisation

(P.V. Bhide, *JK Organisation (EZ),* Meena Surie Wilson, *Center for Creative Leadership—Asia Pacific*, Rajeev Kakkar, *JK Organisation (EZ),* Dilep Misra, *JK Organisation (EZ)*)

The Fire of Experience program for high-potential managers at JK Group is structured around three developmental assignment experiences over 18-24 months. The authors describe how the participant’s network of relationships is involved in the development process and how it makes use of an Indian model of mentoring.

Chapter 10: Taking Action Learning to a New Level through Executive Involvement and Rigorous Feedback

(Valerie Burns, *State Farm,* Gloria Bader, *Bader Group*)

This chapter will highlight how an Action Learning program for high-potential leaders at State Farm sustains and evolves to meet the organization’s needs. The authors will share how authentic executive sponsorship involvement and a framework that presses for intense applied development have been integral to the successful outcomes of a process that emphasizes intensive senior executive involvement and extensive personal feedback and coaching while participants tackle issues critical to organizational transformation.

Chapter 11: Virtual Reality and Leadership Development

(Randy Hill, *USC Institute for Creative Technology*)

Advances in simulation technologies now make it possible for leaders to acquire experience in a virtual world before they meet reality.  Virtual humans act as role players and coaches in scenarios that reproduce real world situations, enabling the leader to practice and learn in a safe environment.  But technology alone does not provide the needed solutions. There are six elements that are key to creating an effective virtual learning experience: design, story, empathy, play, feedback, and coaching.  This chapter will highlight how the blend of technology and these six elements has been used to create leader development systems that are being used by the military.

Section III: Building a Context to Support Development on the Job

Chapter 12: From Mastery to Mastery-Plus-Learning at Microsoft

(Lori Homer, *Microsoft*)

Although Microsoft leaders are expected to grow through challenging experiences, the organization has learned how to provide better systematic support for learning from experience. In this chapter, the author will share experienced-based learning practices, including international projects, coupled with classroom-based experiences, that can enhance learning from on-line experiences

Chapter 13: An Intervention to Support On-the-Job Learning for First-Line Managers

(Mary Plunkett, *Heineken*)

This chapter will describe a globally designed, locally implemented leadership development program for first-line managers built upon the 70-20-10 learning philosophy. The program makes use of Continuous Learning Groups of first-line managers that are facilitated by local coaches and focus on learning from the real issues that participants are dealing with in their work settings.

Chapter 14: Embedding Experience-Based Development in the Basic Elements of a Leadership Development Function at Kelly Services

(Brad Borland, Laura Ann Preston, Terry Hauer, *Kelly Services*)

This chapter describes how an experience-based development approach was incorporated into the foundational processes for leader development at Kelly Services (e.g., leadership assessment, competency models, and succession management). The authors share their approach of “seed sprinkling” to grow awareness of and foster engagement in experience-based development.

Chapter 15: Leading from Where You Are: Driving On-the-Job Development into the Whole Organization

(Paul Yost, *Seattle Pacific University*)

This chapter describes how I-O and HR professionals can lead from wherever they are in the organization, building on-the-job development (OJD) interventions in a way that drives OJD over time into the whole organization. The author will focus on four talent management platforms for expanding OJD in the organization: succession planning, transition management programs, performance management, and people-centered development processes.

Chapter 16: How Executive Coaches Can Enhance Leader Learning from Experience

(Jeff McHenry, *Rainier Leadership Solutions*, Doug McKenna, *The Oceanside Institute*)

This chapter will focus on the conditions that enhance learning from experience and how leadership development professionals in general, and executive coaches in particular, can enhance learning from experience in organizations.

Chapter 17: Catalytic Converters: The Role of the Boss in Experience-Based Development

(Morgan McCall, *USC*, and Jeff McHenry, *Rainier Leadership Solutions*)

The immediate boss plays a critical role through influence over the content of job experiences and what individuals learn from them. The authors will describe what they learned from interviews with senior executives nominated by five global companies as “best developers of leaders” and with some of the protégés whose development they influenced.

Conclusion

Project Time-Line

First drafts of chapters due to editors July 1, 2012

Feedback to chapter authors September 1, 2012

Final chapters due to editors December 1, 2012

Manuscript to publisher February 1, 2013

Publication September, 2013