

BEST PRACTICES IN LEADERSHIP DEVELOPMENT AND ORGANIZATION CHANGE

How the Best Companies
Ensure Meaningful Change and
Sustainable Leadership

LOUIS CARTER • DAVID ULRICH • MARSHALL GOLDSMITH

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Essential resources for training and HR professionals

Best Practices in Leadership Development and Organization Change

*How the Best Companies Ensure
Meaningful Change and
Sustainable Leadership*

Louis Carter
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Editors

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Change*

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ABOUT THIS BOOK

The purpose of this best practices handbook is to provide you with all of the most current and necessary elements and practical “how-to” advice on how to implement a best practice change or leadership development initiative within your organization. The handbook was created to provide you a current twenty-first century snapshot of the world of leadership development and organizational change today. It serves as a learning ground for organization and social systems of all sizes and types to begin reducing resistance to change and development through more employee and customer-centered programs that emphasize consensus building; self-, group, organizational, and one-on-one awareness and effective communication; clear connections to overall business objectives; and quantifiable business results. Contributing organizations in this book are widely recognized as among the best in organization change and leadership development today. They provide invaluable lessons in succeeding during crisis or growth modes and economies. As best practice organizational champions, they share many attributes, including openness to learning and collaboration, humility, innovation and creativity, integrity, a high regard for people’s needs and perspectives, and a passion for change. Most of all, these are the organizations who have invested in human capital, the most important asset inside of organizations today. And these are the organizations that have spent on average \$500 thousand on leadership development and change, and an average of \$1 million over the course of their programs, with an average rate of return on investment of over \$2 million.

Within the forthcoming chapters, you will learn from our world’s best organizations in various industries and sizes

- Key elements of leading successful and results-driven change and leadership development
- Tools, models, instruments, and strategies for leading change and development
- Practical “how-to” approaches to diagnosing, assessing, designing, implementing, coaching, following up on, and evaluating change and development
- Critical success factors *and* critical failure factors, among others

Within each case study in this book, you will learn how to

- Analyze the need for the specific leadership development or organization change initiative
- Build a business case for leadership development and organization change
- Identify the audience for the initiative
- Design the initiative
- Implement the design for the initiative
- Evaluate the effectiveness of the initiative

HOW TO USE THIS BOOK

PRACTICAL APPLICATION

This book contains step-by-step approaches, tools, instruments, models, and practices for implementing the entire process of leadership development and change. The components of this book can be practically leveraged within your work environment to enable a leadership development or change initiative. The exhibits, forms, and instruments at the back of each chapter may be used within the classroom or by your organization development team or learners.

WORKSHOPS, SEMINARS, OR ADVANCED DEGREE CLASSES

The case studies, tools, and research within this book are ideal for students of advanced degree courses in management, organization development and behavior, or social and organizational psychology. In addition, this book can be used by any senior vice president, vice president, director, or program manager who is in charge of leadership development and change for his or her organization. Teams of managers—project manager, program managers, organization development (OD) designers, or other program designers and trainers—should use the case studies in this book as starting points and benchmarks for the success of the organization's initiatives.

This book contains a series of distinct case studies that involve various corporate needs and objectives. It is your job as the reader to begin the process of diagnosing your company's unique organizational objectives.

When applying and learning from the case studies and research in this book, ask yourself, your team, and each other the following questions:

- What is our context today?
- What do we (I) want to accomplish? Why?
- In what context am I most passionate about leading change and development? Why?
- What are the issue(s) and concerns we are challenged with?
- Are we asking the right questions?
- Who are the right stakeholders?
- What approaches have worked in the past? Why?
- What approaches have failed in the past? Why?

For more information on Lou Carter's Best Practices Institute's workshops, research, assessments, and models on the most current leadership development and organizational change topics, contact Louis Carter's Best Practices Institute directly, toll free at 888-895-8949 or via e-mail at lcarter@bpinstitute.net.

INTRODUCTION

In September 2003, Lou Carter's Best Practices Institute performed a research study on trends and practices in leadership development and organization change. BPI asked organizations in a range of industries, sizes, and positions in the business cycle to identify their top methods of achieving strategic change and objectives. The study found that there is a strong demand, in particular, in the following areas of leadership development and organization change (see Table I.1). Our continual research in the area of best practices in leadership development and change strongly support the assumptions and organizational case studies that we profile within this book.

Based on this study, BPI chose the top organizations that are implementing leadership development and organizational change with extraordinary results. BPI found that each organization is unique in its methods of change and development. Each organization has different methods, motives, and objectives that are relevant only to the unique landscape of each of its individual dynamics and designs. Leadership development and organization change, therefore, are mere categories or a common lexicon for describing the way in which "real work" is done within our best organizations. This "real work" is illustrated within every chapter of the book in terms of the business results that are achieved as a result of the practices that were institutionalized within the following organizations (see Table I.2). A majority of our world's best organizations describe leadership development and organization change as "the real work of the organization." In the past few years, we have seen this shift occur in the field of organization development or "OD." Organizations are finding that in order to compete, innovate, and become more effective,

productive, and profitable in an increasingly global and challenging economy, the tools, techniques, and practices of OD are necessary in order to harness the great power of human capital—both in customers and employees. As you will see in this book, our best practice organizations prove the power of human capital through results-driven best practices in organization development and change.

Table I.1. Program Method of Achieving Strategic Change and Objectives with Highest Level of Demand, in Order of Demand

<i>OD/HRD Topic</i>	<i>Ranking</i>
Leadership development	1
Performance management	2
Organization development and change	3
Innovation and service enhancement	4
Coaching	5

We have brought you eighteen of our world's best organizations that have used leadership development and organizational change program design and development to achieve their strategic business objectives.

MAJOR FINDINGS

This year we talked to many organizations from a variety of industries with proven, practical methods for leadership development and organizational change to compile this book. We asked them to share the approaches, tools, and specific methods that made their programs successful. These organizations have a strong financial history, formal human resource management programs that integrate company strategy with its program's objectives, a strong pool of talent, passion for positive change, and proven results from their initiatives. All organizational initiatives were carefully screened through a six-phase diagnosis for an extraordinary leadership and organizational change program

(see under A Step-by-Step System to Organization and Human Resources Development, below).

We chose companies that have succeeded in successfully implementing results-driven transformational organization change that achieves positive business results. These are the companies where change is facilitated through integrated, multilevel programs that are systemic in nature, connect directly to business objectives and continuous improvement, and include the following shared elements.

Table I.2. Listing of Best Practice Case Studies by Company, Industry, Number of Employees, and Gross Revenue

<i>Company</i>	<i>Industry</i>	<i>Employees</i>	<i>Revenues (\$U.S.)</i>
Agilent Technologies, Inc.	Electronics	36,000	\$6,010.0 M
Corning	Communications	23,300	\$3,164.0 M
Delnor Hospital	Health care	1,382	\$235.1 M
Emmis Communications	Media	3,080	\$533.8 M
First Consulting Group	Business services	1,775	\$282.7 M
GE Capital	Finance	315,000 +	\$131.7 B
Hewlett-Packard	Computer hardware	141,000	\$56,588.0 M
Honeywell Aeospace	Technology and manufacturing	100,000 +	\$22,274 M
Intel	Manufacturing, electronics	78,700	\$26,764.0 M
Lockheed Martin	Aerospace and defense	125,000	\$26,578.0 M
Mattel	Consumer products	25,000	\$4,885.3 M
McDonald's Corporation	Leisure, restaurant	413,000	\$15,405.7 M
MIT	Education	9,400	\$1,664.7 M
Motorola	Telecommunications	97,000	\$26,679.0 M
Praxair	Chemicals	25,010	\$5,128.0 M
St. Luke's Hospital and Health Network	Health care	5500	\$424 M
StorageTek	Computer hardware	7,100	\$2,039.6 M
Windber Medical Center	Health care	427	\$54 M

Commitment to Organizational Objectives and Culture

Most of the initiatives we examined made a commitment to the strategic objectives or culture of the organization. Almost all of these initiatives have a message or vision upon which change or development was built. Emmis Communication stressed the following objectives in its change effort to promote better understanding and agreement on its structure, strategy, and culture: "Great

Media, Great People, Great Service.” Lockheed Martin designed its cultural change management program around its three core competencies:

- Candid and open communication
- Taking personal action to unblock obstacles that prevent effective performance
- Acting when the need exists rather than ignoring issues

McDonalds’s leadership development program for regional managers enabled newly promoted managers to meet expectations while furthering the organization’s mission and strategic objectives by building the following competencies:

- Developing a strategic perspective
- Maximizing business performance
- Gaining skills in insightful reasoning, problem solving, innovation, and mental agility

Motorola’s leadership development program centered around leadership competencies and behaviors that promoted customer focus and superior performance—envision, energize, edge, and execute—which were later dubbed the “4e’s + Always 1.”

First Consulting Group (FCG) began by exhibiting one of FCG’s primary values: “Firm First.” It detailed objectives directing that leadership should

- Eliminate barriers to the achievement of FCG’s vision
- Build succession plans; identify, train, and support future generations of FCG leadership
- Create an environment that causes leaders to interact and depend on one another
- Instill Leadership First’s program values until they are as ingrained in FCG’s culture as its universal personal characteristics.
- Be truly substantive rather than a “touchy-feely philosophical/conceptual” program
- Ensure that the initiative is not a short-term “fad” remedy for current problems but something to be kept

alive for a multiyear period

MIT's program is designed around the goal of creating an organization that constructs, operates, serves, and maintains physical space in ways that enhance MIT's mission to advance knowledge and educate students in science, technology, and other areas of scholarship. The program at Corning addressed the need to stress innovation as one of the most important quality programs because it transcends and affects all areas of the organization, thus serving as a common thread throughout the entire organization. StorageTek redefined its organizational objectives and in doing so has made strides toward producing a culture that is more employee-centered. Demonstrating greater commitment to its employees has helped reconnect the company with consumer needs and has resulted in greater productivity and a more optimistic outlook. Hewlett-Packard's Dynamic Leadership was designed to address clear and compelling corporate needs with well-defined outcomes. To translate productivity into a true growth engine, Honeywell has successfully evolved Six Sigma from a process improvement initiative to a fundamental component of its leadership system with the powerful combination of Six Sigma, Lean, and Leadership.

Changing Behaviors, Cultures, and Perceptions

Sometimes leadership development and change programs transformed perceptions, behaviors, and culture(s) within a company. At MIT, employees have been documented as saying that they find themselves being more authentic in their interactions with coworkers and have the desire to create and be a part of an organization that "anticipates" learning opportunities. Decentralizing the institution and control of resources improved the way that operating

divisions, previously functioning in independent silos, were innovating. At Mattel, Project Platypus demonstrated that delivering on the values of trust, communication, respect, and teamwork could literally pay off and that creativity in the process of innovation should be the rule rather than the exception. At Praxair, the new management team had to transform a loose confederation of businesses with different cultures, operating procedures, values, and ways of managing employees into a market leader that combines speed advantages of being small with the scale advantages of being large. HP recognized that in order to compete successfully in new market realities defined by global competition, with high-quality products from Asia and Europe competing for market share in the United States as well as their home markets, required a management culture that was capable of engaging in high-speed collaboration, raising and resolving issues rapidly, and making informed decisions efficiently. At Windber Medical Center, Delnor Hospital, and St. Luke's there was a definitive shift toward patient-centered care and significant improvements in employee and patient morale and satisfaction.

Competency or Organization Effectiveness Models

Virtually all of these programs have some sort of explicit model, usually using behavioral competencies or organization assessment metrics. These range from General Electric values to the metrics within Motorola's performance management system. Many of the study's programs were specific to the behaviors required of coaches and managers who facilitate the performance management process. First Consulting Group's creation of targeted objectives to assist in achieving the organization's vision through an intensified and streamlined leadership development program,

incorporating 360-degree/multi-rater feedback, suggests that leaders previously lacked self-awareness. MIT used adapted models based on the work of Peter Senge, organizational learning capabilities, and W. Warner Burke's key competencies for organizational learning. These models frequently form the basis of multi-rater and other competency-based assessment tools, and often provide a focal point to the systemic design of the program itself.

Strong Top Management Leadership Support and Passion

Top leaders at the organization must not only budget for the change and leadership development initiative, they must also strongly believe in the initiative and model this behavior throughout the organization. Support from senior management has been identified by 88 percent of the contributors as a critical step in overcoming resistance to change.

GE Capital energized its business leaders by designing its program around its leaders' behaviors and values, a focus that generated buy-in in high levels of the organization, and by having participants work on projects for the office of the CEO. Windber Medical Center's patient empowerment program was driven by its CEO, Nick Jacobs. In his account of Windber's organizational change program and what drove its emphasis for patient-centered care at the hospital, President Jacobs writes, "When a patient walks into the typical hospital, the overwhelming confusing signage, the smell of antiseptics, the curt and often unforgiving attitude of the employees, and the awesome power of the physicians are usually clear indicators that they should leave their dignity at the door." Jacobs is passionate about patient care, and it shows in the programs that he has supported for years.