

## ***Best Practices: What are other organizations doing?***

These are highlights of a review of six different ‘best practices’ studies in 2001.

1. Intentional movement of key talent is a characteristic of successful leadership development efforts. The specifics of how development moves are determined and made are closely held. However, upper-level management review meetings are the standard forums for these deliberations. These are typically informed by manager assessments, 360° feedback, and in some cases assessment center results.
2. Many organizations differentiate developmental positions from positions that are either too crucial to use for leader growth or too limited to provide growth opportunity. Some identify Key Developmental Positions and target these for “pass-through” of talented managers. Ultimately, any development assignments are based on the individual’s development needs, the business needs, and job assignment availability.
3. One goal of the ‘best practices’ organizations is “pipeline acceleration” through continuous training and redeployment.
4. High performers want change in responsibilities every few years.
5. CEOs and senior teams will be overwhelmed by what they have to manage. The development of leaders and leadership teams will become increasingly central to organizational success.
6. Exposing leaders to change is crucial to the future.
7. Successful organizations . . .
  - Grow versus buy leaders (e.g. 90-95% internal).
  - Spend a lot of time deciding about leadership development needs.
  - Devote more resources to leadership development than other organizations do.
  - Emphasize action learning (85-90% of what is needed is learned on the job; even the formal leadership training programs often have a “real work” component to them which is visible to senior managers).
  - Create restlessness with the status quo.
  - Drive organizational performance by eliminating poor performers, developing top performers, and measuring results.
  - Create opportunities for exposure to senior executives.
  - Engage in continuous training and redeployment.