

Research Highlights—North America

Top Companies for Leaders 2009



About the Research

Initiated by Hewitt Associates, the *Top Companies for Leaders Study* is the most comprehensive longitudinal study of talent management and leadership practices around the globe. Our first results, published in 2002, uncovered a link between financial success and great leadership practices, and identified differentiating elements found only in Top Companies. We conducted the study again in 2003, 2005, and 2007, and this research provided the foundation for our more comprehensive 2009 global study. Over 500 companies participated, each completing a detailed questionnaire. From those submissions, finalists were identified and hundreds of interviews were conducted with senior executives. From these inputs, we are able to compare the talent management practices of the best companies around the globe on literally hundreds of data points. In our analysis, we found the gaps between the Top Companies and all others are often quite dramatic. Hewitt conducted the 2007 and 2009 *Top Companies for Leaders Study* in partnership with *Fortune* and The RBL Group.

Executive Summary

The economic challenges of the last 18 to 24 months have had a profound effect on companies around the globe. As leaders scramble to understand the impact of the crisis on their business, the focus is on stabilizing cash and debt positions and balancing immediate cost pressures with top-line growth. With the recovery still uncertain, this period of cost constraints and slow growth is the new “normal.”

Amid these challenges, Hewitt Associates and its study partners—The RBL Group and *Fortune*—undertook the 2009 *Top Companies for Leaders Study*. More than 500 companies participated in our research. Of those, we identified 217 finalists and conducted in-depth interviews with their HR and senior leaders to provide greater clarity around their leadership practices.

What we have learned is that at Top Companies, key leadership and talent efforts are not abandoned in favor of short-term pressures. Rather, the focus is on making small and selective investments in building leadership capability. In this economic environment, HR leaders and senior management are finding they must rethink leadership selection and development strategies—to better align with organizational goals, cost pressures, and competing resources.

In 2009, the single most pressing challenge over the next one to three years among the Global Top Companies is cost pressures.

No longer is it enough to simply put a training program in place or hold an annual talent review. Instead, companies must be rigorous and focused in their assessment of leaders. They must identify what kinds of leaders their customers expect, and measure how well their leaders deliver that kind of leadership. As business needs change, they must hold leaders accountable for cultivating others, diagnosing gaps in execution and capability, and redirecting resources. HR and business leaders also need insights into areas where they have succeeded in building the leadership pipeline and where there are potential risks. Nurturing these multifaceted capabilities requires dedicated focus, passion, and commitment—traits that all the Top Companies for Leaders possess.

2009 Global Top Companies for Leaders

1. IBM
2. The Procter & Gamble Company
3. General Mills, Inc.
4. McKinsey & Company
5. ICICI Bank Ltd.
6. McDonald's Corporation
7. General Electric Company
8. Titan Cement Company S.A.
9. China Mobile Communications Group Shanghai Co. Ltd.
10. Hindustan Unilever
11. Natura Cosmeticos S.A.
12. Colgate Palmolive Company
13. TNT N.V.
14. Deere & Company
15. Whirlpool Corporation
16. 3M Company
17. Cargill, Incorporated
18. Olam International
19. Eli Lilly and Company
20. PepsiCo, Inc.
21. American Express Company
22. Lockheed Martin Corporation
23. Intel Corporation
24. Infosys Technologies Ltd.
25. FedEx Corporation

What It Takes to Be a Global Top Company for Leaders

Since the study's inception in 2002, we have identified four disciplines of leadership that serve as the differentiating "truths" for what it takes to be a great company for leaders. Taken together, they constitute a winning leadership culture. These truths are applicable to all organizations, regardless of size or sophistication. They include:

Leaders lead the way. Without the passionate and visible commitment of senior leaders, developing great leaders is not possible. At Top Companies, leaders model the behavior they expect of others—they are dedicated to the development of talent and building a pipeline of leaders.

Unrelenting focus on talent. Serious about the investment in top talent, Top Companies ensure that an intense focus on talent permeates every level of the organization. This unrelenting focus on talent involves more than just developing people, but also how you hire, coach, promote, and reward.

Practical and aligned programs and practices. Leadership strategies need to clearly reflect the overall business strategy. At Top Companies, leadership programs and practices are closely aligned with business goals. These programs are practical, relevant, and easily executable.

When leadership becomes a way of life. At Top Companies, the development of leaders is an institutionalized practice and mind-set. For leaders, it is a way of behaving that is woven into every aspect of the business—the culture, the way decisions are made, the growth strategy; in short, to use an overused phrase, it's part of their DNA.

In 2009, reinforced through the survey and interview data of hundreds of companies around the globe, we find that these simple but powerful truths still hold true. Even with the economic downturn, leading companies held steady in their commitment to building leadership capability—through greater focus and discipline in the **what** and the **how**. In other words, tighter budgets and fewer resources forced these organizations to think smartly about what really matters when it comes to leadership. Beyond the four disciplines, the 2009 Global Top Companies are characterized by the following:

Pushing the Case for Leadership Now More Than Ever

The economic challenges of the past year have created profound cost pressures on companies across the globe. The Top Companies for Leaders are no exception. In 2009, the single most pressing challenge over the next one to three years, as ranked by both the Global Top Companies and all other companies, is cost pressures (56 percent for Top Companies versus 49 percent for all other companies).

The Global Top Companies understand that leader building—the discipline of creating a robust pipeline of leaders to drive future success—is more important than ever. There is an implicit recognition that bad leadership created the economic crisis and good leadership will get us out of it. Organizations that excel at leader building gain an edge over their competition because they enjoy a surplus of engaged leadership talent and a strong leadership brand, even in the most challenging times. While these competitive advantages are always important, they prove to be even more valuable as the economy begins to emerge from the recession. As Geoff Colvin, our partner from *Fortune*, said: “Your competition can copy every advantage you’ve got—except one. That’s why the world’s best companies are realizing that no matter what business they’re in, their real business is building leaders.”

What Differentiates the 2009 Global Top Companies for Leaders?

- They cast a business lens on leadership—business strategy = leadership strategy.
- Leaders are actively involved in building better leaders—significant investment of personal time and attention from the top.
- Leaders transfer wisdom, not just knowledge—leaders actively coach, mentor, and “teach” specific viewpoints and insights on leadership.
- Talent development is seen as a mission-critical business process. Conversations about talent are embedded in everyday business discussions.
- Development is accelerated, in measurable terms.
- High-potential talent is viewed as a strategic asset, and their development stretches beyond “a week at a business school.”
- They banish “nice to have” programs and practices, and focus on the vital few initiatives with the greatest impact.
- Leaders are measured by outcomes.
- Accountability is driven from the top.
- They think in rhythms, not initiatives. There is no “end state” in leadership development.
- Once a rhythm is put in place, they sustain it as an ongoing discipline.
- Leadership is a mind-set—a way of behaving—and it is ingrained in everything the organization does.

Disciplined Execution of the Fundamentals

Most companies conduct talent reviews and succession planning. Most companies today also have leadership development programs. The difference at the Global Top Companies is the penetration of these practices further down in the organization and across the globe. Take succession planning. All the Global Top Companies have a formal succession planning process in place, compared to only 72 percent of all other companies. Moreover, 100 percent have succession plans specific to the CEO and 96 percent have an emergency plan in place (compared to 63 percent of all other companies).

Top Companies are more rigorous in their assessment of talent at every stage of the pipeline. They are more likely to use third-party assessments and 360-degree feedback as part of their talent review processes.

From the C-suite down through front-line management, the Global Top Companies regularly conduct succession planning. The succession management processes at the Global Top Companies are more likely to include specific elements that ensure the capabilities and depths of their pipelines are strong. The targeted succession planning for specific positions, coupled with deep talent pools to draw from, clearly differentiate the Global Top Companies from the rest.

Elements of Formal Succession Management

| Planning efforts include: | Global Top Companies | All Other Companies |
|--|----------------------|---------------------|
| Unique identification of a leader's current performance versus his or her future potential | 84% | 64% |
| 360-degree feedback | 88% | 56% |
| Preparation of successor lists for select positions | 96% | 88% |

Greater Precision and Transparency of Leadership Expectations

Leaders at Top Companies understand what's expected of them and are held accountable for their actions. More than merely achieving results, it's **how** leaders achieve results, the extent to which they demonstrate the company's mission and values, and how well they develop others.

“My role [as CEO] is to get the best out of our people. Part of that is to demonstrate that I am still learning and that they should do the same. I try not to make decisions, but to get them to feel that they can, and then support them through that.”

Top Company Executive

Seventy-two percent of the Global Top Companies rate the ability to effectively develop other leaders as one of the top five leadership skills and experiences most critical to the future success of their firm (versus 39 percent of all other companies). Eighty-one percent also rank the demonstration of the company's missions and values as one of the top five most important factors in determining strong leadership performance (versus 57 percent of all other companies). At the Global Top Companies, there is a real transparency in their processes and philosophies at all levels, which drives accountability.

Renewed Rigor in Developing the Next Generation of Leaders

With a deep commitment to development and a rigorous focus on key processes, Top Companies are developing the next generation of leaders needed to grow and sustain their organizations. At the Global Top Companies for Leaders, high-potential talent is not only formally identified (100 percent versus 68 percent of all other companies), but also more likely to receive developmental assignments matched to specific development needs (88 percent versus 64 percent of all other companies).

The next generation of leaders isn't only found in an organization's high-potential pool, however. More and more, leading companies are recognizing that next-generation talent can come from anywhere; and that the ability to attract, assess, and develop leaders seamlessly across roles, functions, and geographies is a necessary and differentiating strategy. Ninety-six percent of the Global Top Companies report success in attracting the quality leadership talent needed to be successful (versus 65 percent of all other companies). All the Global Top Companies also report having formal processes for developing leaders (compared to 77 percent of all other companies) and 95 percent almost always use leaders as teachers and mentors (compared to 55 percent of all other companies) in these efforts.

2009 North America Highlights

In North America, our research shows it's not enough to have the right programs and practices in place. Similar to the Global Top Companies, it's a sharp focus on effective and efficient execution that's the true differentiator. With sustainable practices and processes evidenced by the strength and depth of their pipelines and the involvement of the senior team, these companies apply a rigor to their efforts unmatched in the industries and regions in which they operate.

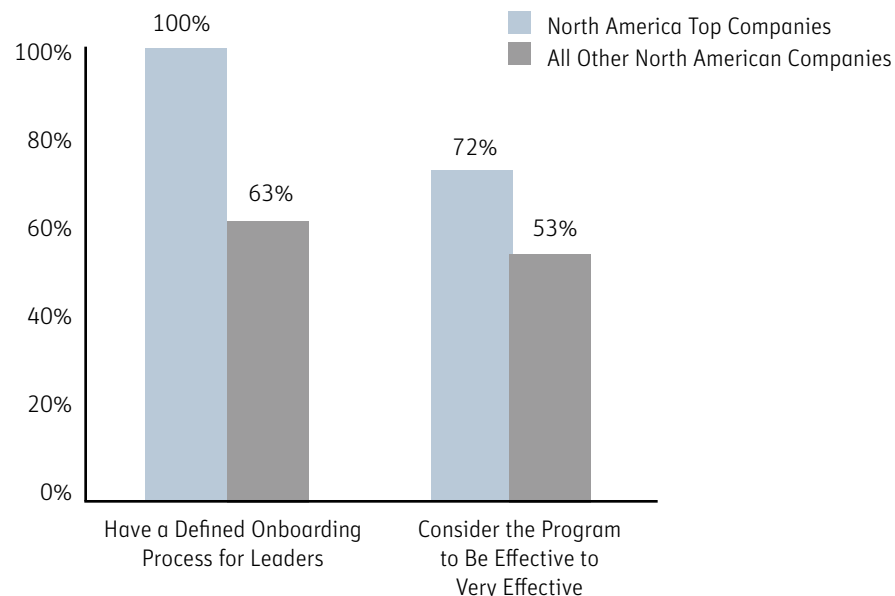
Getting Hiring Right

The North America Top Companies are intentional in who they hire and have specific leader-selection strategies directly tied to leadership goals and business strategy. One hundred percent of the North America Top Companies have a specific strategy for selecting leaders from within the organization, compared to 81 percent of all other North American companies. Ninety-two percent also have a specific strategy for selecting leaders from outside the organization, compared to 66 percent of all other North American companies.

"The process of selection is not arbitrary—it's very scientific."
Top Company Executive

How Top Companies consistently select and prepare leaders up and down the ranks and across geographies further reinforces the link to strategic goals. It may seem simple and straightforward, yet fewer than two-thirds of all other North American companies explicitly link leader selection to strategy goals or have a formal onboarding process for new leaders.

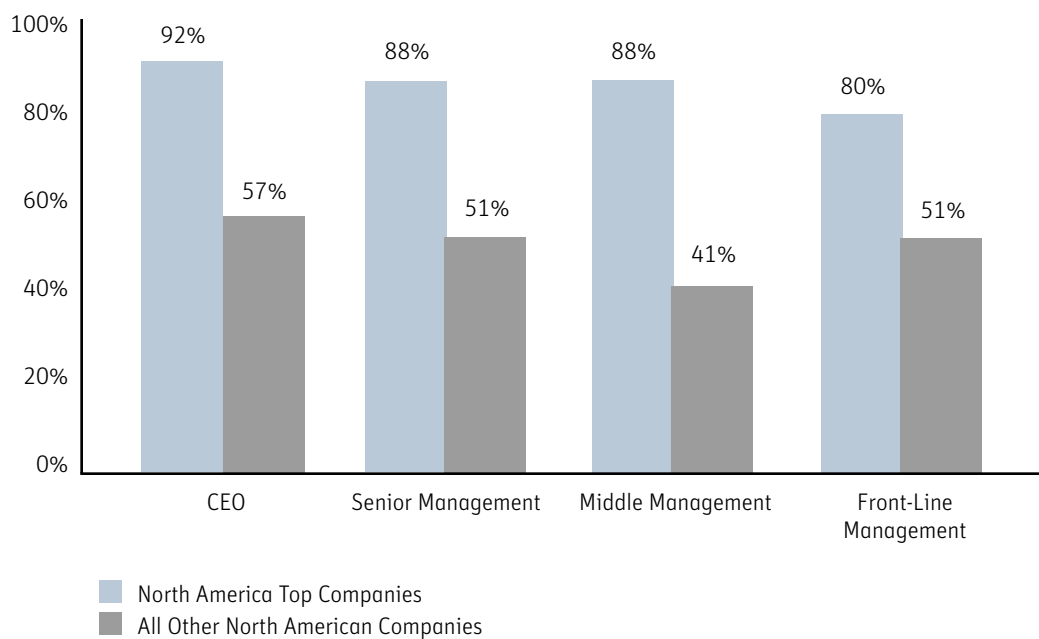
Formal Onboarding Process for Leaders



Focusing on the Future

The North America Top Companies clearly define which jobs are critical to the success of the organization and express greater confidence in the depth and quality of talent pipelines. As one CEO states, “I am continually challenging our leaders to look for the right substance in people. We have a tendency to hire people just like us. I’m looking for hiring the right temperament, diversity, thought—the issues we’re going to face in the future are not the same as we faced in the past.” While 84 percent of the Top Companies in North America report that they have a sufficient talent pipeline to be successful in the future, fewer than half (44 percent) of all other North American companies report similar success. As a result of rigorous assessment, development, and communication, this pipeline depth runs throughout the organization.

Sufficient Talent Pipeline for Future Success



The most commonly cited factors by all other North American companies for impeding the ability to build robust pipelines are lack of resources, lack of required skills/experiences among existing employees, and insufficient development of high-potential employees.

Clear Expectations Drive Results

The North America Top Companies set clear expectations for their leaders with a great deal of transparency. Not only are the expectations of leaders clear to all, the North America Top Companies also use a number of metrics to assess how well their leaders are meeting these expectations. Leaders at Top Companies are expected to deliver great results with great behavior. What differentiates them from other organizations is that Top Companies measure **what** leaders do and **how** they do it. Simply put, leaders are measured on the **who, what, and how**.

*“We teach leaders that your primary role is to develop, coach, and direct your team.
Your second role is to support them in their success.”*

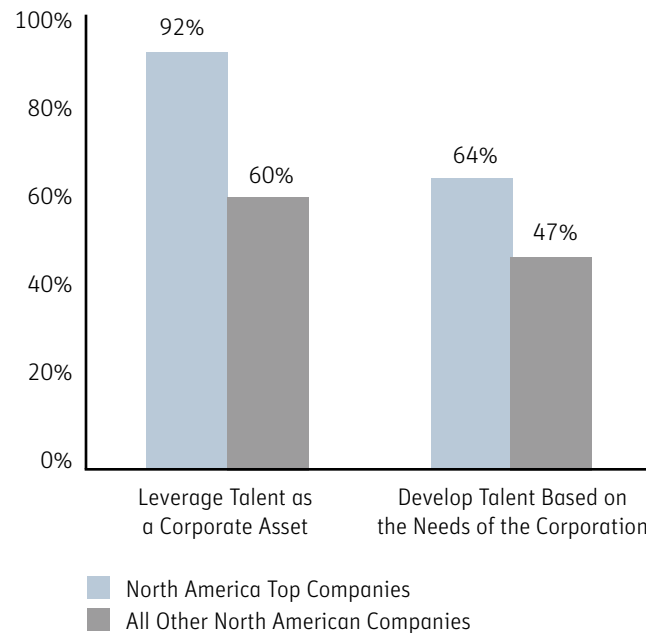
Top Company Executive

A variety of rewards systems are in place at the North America Top Companies to reinforce leadership behavior. Ninety-six percent of the North America Top Companies clearly link compensation to a leader's performance and potential to advance (versus 58 percent of all other North American companies) and 84 percent hold leaders accountable, through compensation, for developing direct reports (versus 31 percent of all other North American companies).

Executing Consistently Across Geographies and Businesses

Human capital needs are at the forefront of talent-development strategy in Top Companies. While this may seem intuitive and simple, it is not common practice. Surprisingly, many companies still adhere to ad hoc, shoot-from-the-hip approaches that are driven at the business unit level. The North America Top Companies do this differently. In fact, Top Companies are significantly more likely to leverage and develop talent based on the needs of the corporation versus those of a specific business unit or geographic location. To become a “talent factory,” there must be a strong center to drive consistent practices and standards across the enterprise.

Talent as a Corporate Asset



Diversifying Leadership

Studies have shown that companies whose senior teams are mixed in ethnicity, gender, and age outperform companies whose management teams are homogenous. Not surprisingly, companies everywhere are increasing their efforts to build a diversified workforce and talent pool. Top Companies are no exception. In fact, they take it one step further, not only focusing on equal and fair representation of gender and under-represented groups, but also looking at diversity of thought, skills, and experience. One hundred percent of the North America Top Companies incorporate increasing the diversity of leadership groups as a formal part of the leadership development strategy, compared to 69 percent of all other North American companies. Top Companies also take more active steps to increase the representation of leaders from outside the organization's headquarters, and they actively move early-career individuals into leadership positions.

Diversity Among the Ranks

| Actively take steps to: | North America Top Companies | All Other North American Companies |
|---|-----------------------------|------------------------------------|
| Increase the representation of leaders from outside the organization's headquarters country | 75% | 27% |
| Increase female representation in leadership positions | 96% | 55% |
| Increase the representation of early-career individuals in leadership positions | 76% | 41% |
| Increase representation of under-represented groups in leadership positions | 92% | 47% |

Setting the Standard

The North America Top Companies are setting the standard in terms of attracting, developing, and retaining leaders in North America and around the globe. With clear objectives, senior leadership commitment, careful measurement, and consistent programs and practices, the Top Companies are meeting business challenges head-on. Leaders at the North America Top Companies lead the way in establishing a pipeline of future leaders. They're actively involved in developing leaders around the world. They coach, mentor, and "teach" leadership. These leaders bring a degree of thought, intensity, innovation, and rigor not seen in other companies. Simply put, they build leaders.

2009 North America Top Companies for Leaders

- | | |
|---------------------------------|---------------------------------------|
| 1. IBM | 14. PepsiCo, Inc. |
| 2. The Procter & Gamble Company | 15. American Express Company |
| 3. General Mills, Inc. | 16. Lockheed Martin Corporation |
| 4. McKinsey & Company | 17. Intel Corporation |
| 5. McDonald's Corporation | 18. DaVita Inc. |
| 6. General Electric Company | 19. FedEx Corporation |
| 7. Colgate-Palmolive Company | 20. Sonoco Products Company |
| 8. Deere & Company | 21. Cummins Inc. |
| 9. Whirlpool Corporation | 22. VF Corporation |
| 10. 3M Company | 23. Capital One Financial Corporation |
| 11. Cargill, Incorporated | 24. Hewlett-Packard Company |
| 12. Target Corporation | 25. Raytheon Company |
| 13. Eli Lilly and Company | |

Special Recognition: Companies to Watch

| | |
|-----------------------|-------------|
| Campbell Soup Company | Scotiabank |
| HJ Heinz Company | Yum! Brands |
| Caterpillar Inc. | USAA |

During the North America Top Companies for Leaders judging session, a small number of companies began to emerge as **companies to watch**. These were organizations that distinguished themselves in their progress, commitment, and innovation in delivering on the leadership agenda. While they may not be top companies in every leadership category, they are clearly on the move. Some **companies to watch**, for example, went above and beyond to strengthen their leadership practices; others focused on building leadership capability to overcome major organizational challenges. In all cases, the efforts and impact made a difference. For that, the judges' panel created a special recognition category to highlight their achievements to date and to encourage their continued efforts.

Lessons From the Top Companies for Leaders

Building robust leadership-building capabilities requires focus, investment, and a good dose of resolve. After all, establishing a global talent mind-set across the organization or building a strong leader pipeline doesn't happen overnight. As we look to the future, the challenges are daunting and the opportunities are great. The Top Companies, however, are well on their way to preparing themselves—and their people—to meet these challenges. They are a step ahead of the rest, and they're not complacent. None of the executives we met felt they had it nailed. None have checked “developing leaders” off their priority list. That is yet one more differentiator for the best companies and the best leaders—they're less cynical, less complacent, always uncomfortable, and always aware that there's more work to be done.

Laying the Foundations for Success: What Companies Must Get Right

The *Top Companies for Leaders Study* helps us understand how financially successful companies build great leaders. The foundations for success—those must-have elements that all companies, regardless of size, sophistication, geography, or industry must get right—are as follows:

- **Leadership and talent strategy**—closely aligned to and executed against organizational goals.
- **Selection and onboarding**—a rigorous and consistent approach.
- **Leadership**—right leaders, right behaviors, and right skills.
- **Robust talent reviews**—honest talent-management discussions facilitated and calibrated consistently; transparent and strong performance-management expectations.
- **Development**—accelerated development through experiential, relational, and traditional processes; driven from the top.
- **Succession management**—deep and robust talent pipeline.
- **High-potential and critical talent**—definition, identification, calibration, and development.
- **Metrics**—to drive desired results, differentiated compensation, and rewards.

How the Top Companies Were Selected

Hewitt and our research partners, *Fortune* and The RBL Group, invited HR executives from around the world to participate in the *Top Companies for Leaders Study* in early 2009. Study participation was open to organizations of any type (e.g., public, private, nonprofit), size (employee and revenue), and location. From those invitations, 537 companies from around the globe participated. Participating companies completed a detailed 88-item questionnaire examining the factors influencing both the depth and quality of leadership. Hewitt analyzed all entries for responses consistent with strong leadership practices. Based on this analysis, Hewitt identified 217 global finalists. Each finalist company completed in-depth interviews to provide greater clarity and precision around their specific leadership practices. In addition to the HR and senior executive interviews, we interviewed CEOs in a majority of the finalist companies. Hewitt scored company survey data by assigning points to questions and responses, yielding both category-specific and overall scores. Hewitt screened all finalist companies for financial performance relative to their industry.

An esteemed panel of judges—composed of authors, academics, and journalists—convened in each region to select and rank a 2009 Top Companies for Leaders list in Asia Pacific, Europe, Latin America, and North America. The judges considered many variables in selecting and ranking the lists, including survey and interview data, company reputation, leadership culture and values, and business performance over a five-year period. Finally, a separate judges' panel, composed of one representative from each regional panel, considered all regional Top Companies (47 total) and selected a ranked Global Top Companies for Leaders list. In addition to the Regional and Global Top Companies lists, the 2009 judges' panels felt that there were a small number of companies that, given the strength of their leadership practices today, deserved special recognition as "Companies to Watch" in coming years.

Eligibility for Regional and Global Top Companies Lists

All organizations were eligible to participate in the survey process. However, global organizations were eligible for the list only in the region in which they're headquartered. Subsidiaries of publicly traded companies were eligible for the list if they were publicly traded, separate from their parent company. Subsidiaries of non-publicly traded parent companies were eligible only if they had a separate board of directors.

Global Judges' Panel

Chris Bones is Dean of the Henley Business School in Oxford, United Kingdom. He is also a regular contributor to *HR Magazine* and a highly regarded speaker on the topics of change, HR strategy, and employment branding. Professor Bones is a board member of the Skills for Government, the sector skills council for the Civil Service, Chair of the Supervisory Board of AIESEC International, a member of the Advisory Board of Saville, PLC, and an Independent Non-Executive Director of the Agricultural and Horticultural Levy Board. With more than 22 years' experience in business, he has worked for Shell, Diageo, and Cadbury Schweppes.

Kathleen Slaughter is currently Dean of the Richard Ivey School of Business's Hong Kong campus. She is the author of many cases and teaching materials for management communications and leadership courses taught at both the undergraduate and graduate levels. Prior to joining Ivey's faculty in 1983, Professor Slaughter worked for seven years in Market Support and Sales at IBM Canada Ltd. where she received distinguishing awards for Outstanding Contribution and IBM 100% clubs. She currently serves on the Board of Governors of the Canadian Chamber of Commerce and the Board of Directors of Women in Technology International.

Michael Useem is Director of the Center for Leadership and Change Management at the Wharton School, University of Pennsylvania. He has completed several studies on corporate organization, ownership, governance, restructuring, and leadership. Dr. Useem has presented leadership and change seminars to more than 55 leading organizations globally and consulted on corporate governance and organizational change. As a professor, he developed MBA and executive MBA programs on leadership, teamwork, governance, and decision making for national and global managers.

North American Judges' Panel

Linda Hill is the Wallace Brett Donham Professor of Business Administration at the Harvard Business School. Professor Hill authored a number of *Harvard Business Review* articles and is a contributor to the Harvard Business School Publishing Series on “Managing Up, Hiring, and Becoming a New Manager.” She has two books forthcoming from the Harvard Business Press, one on being the boss (in the 21st century context) and the other on the connection between leadership and innovation. Her consulting and executive education activities include areas of managing change, managing cross-organizational relationships, implementing global strategy, innovation, talent management, and leadership development.

Morgan McCall is a Professor of Management and Organization in the Marshall School of Business at the University of Southern California. Executive leadership—particularly early identification, assessment, development, and derailment of executives—is the primary focus of Professor McCall’s research and writing. His two most recent books, *Developing Global Executives: The Lessons of International Experience*, co-authored with George Hollenbeck, and *Advances in Global Leadership, Volume II*, co-edited with William Mobley, extend his work to the international stage. An active speaker, teacher, and consultant, he has worked with a variety of organizations including American Express, Boeing, Dow Chemical, Johnson & Johnson, and Sun Microsystems.

Michael Useem—See *Global Judges' Panel*

Research Partners

Hewitt Associates (NYSE: HEW) provides leading organizations around the world with expert human resources consulting and outsourcing solutions to help them anticipate and solve their most complex benefits, talent, and related financial challenges. Hewitt works with companies to design, implement, communicate, and administer a wide range of human resources, retirement, investment management, health care, compensation, and talent management strategies. With a history of exceptional client service since 1940, Hewitt has offices in more than 30 countries and employs approximately 23,000 associates who are helping make the world a better place to work. For more information, please visit www.hewitt.com.

Fortune is a global leader in business journalism known for its unrivaled access to industry leaders and decision makers. Founded in 1930, *Fortune* magazine has a worldwide circulation of more than 1 million and a readership of nearly 5 million and is home to some of the strongest business franchises including *Fortune* 500, *Fortune* 100 Best Companies to Work For, the World's Most Admired Companies, Fastest Growing Companies, and Most Powerful Women. *Fortune* Live Media extends the brand's mission into live settings, hosting a wide range of annual conferences for top-level executives, including the *Fortune* Global Forum and the Most Powerful Women Summit. *Fortune* magazine's online home is www.CNNMoney.com, the most visited and utilized business destination Web site, attracting nearly 10 million unique visitors per month, according to Nielsen/NetRatings. *Fortune*, along with *MONEY* and CNNMoney.com, is part of The *Fortune*|Money Group, a division of Time Inc., a subsidiary of Time Warner, a leading media and entertainment company.

The RBL Group is a strategic HR and leadership systems advisory firm. For over 25 years, its principals have collaborated with leading global organizations to strategically align corporate and business strategy to ensure sustainable high performance through the integration of theory, applied research, and practice. The RBL Group has trained and redesigned some of the best-managed companies in the world, helping them achieve significant improvements in bottom-line results. It is recognized internationally for innovative research and publications on leadership, intangible assets, and strategic HR, including hundreds of articles, more than 400,000 books sold, numerous industry awards, and recognition as outstanding educators and advisors by leading business publications. For additional information about The RBL Group, its principals and expertise, please visit www.rbl.net.

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How Do You Become a Top Company for Leaders?

Questions to Ask About Your Organization

How can you move in the right direction to build a great leadership culture? What specific practices can help your organization achieve its business goals? The first step is simply to get started by addressing the following five key questions:

- 1. Is your succession management process strengthening and growing your leadership pipeline effectively?** At Top Companies, meaningful succession planning provides insights into where the company is succeeding in building leadership and critical talent pipelines and where there are potential risks.
- 2. Are your conversations in talent review meetings robust and honest?** At the Top Companies, talent review meetings and discussions are part of an integrated system for talent management where the assessment of leadership talent is rigorous and focused, aided by tools tailored to help achieve that end.
- 3. Is the senior executive team leading your talent strategy?** Top Companies make talent management a priority from the start, beginning with the commitment and involvement of the CEO and senior leaders.
- 4. How is your organization accelerating the development of talent to strengthen your pipeline and retain top talent?** To meet the demands of business today, Top Companies accelerate talent and leadership development, making it faster, broader, and more strategic.
- 5. How does your leadership impact employee engagement?** At Top Companies, leaders understand that the more engaged employees are, the more productive they will be and more willing to go the extra mile for the company and its customers.

Your organization can be a place to build great leaders. Equipped with the latest knowledge from the *Top Companies for Leaders Study*, our global team of experienced leadership consultants can help you move forward no matter what your starting point. For more information on Hewitt's leadership consulting services, please visit www.hewitt.com/topcompanies.

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