



# LEADERSHIP Excellence

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## 2011 Leadership 500

VOL. 28 NO. 10

LEADERSHIP DEVELOPMENT PROGRAM RANKING SUPPLEMENT

OCTOBER 2011



by Ken Shelton

**T**HIS YEAR WE ALTERED our listing/ranking of top leadership development programs (LDPs) in two ways:

- *First, we increased the number of programs ranked*, more than doubling the number listed last year—from 220 to 500—after considering 1,000 LDPs.
- *Second, we added the names of the program directors*, since recognizing the company for excellence in leadership development without recognizing the program director is like recognizing a university for excellence in their football program without recognizing the coach, or recognizing a film without recognizing its director.

*I find that the quality of the LD program is directly related to the quality*

*of the current program leadership—usually a team of two or more people responsible for the design, delivery and impact of the LD program.*

Again this year, we connected with over 1,000 organizations known for an emphasis on developing leaders and selected 500 in seven categories: 250 Large Organizations, 50 Small/Midsize, 50 Universities, 25 Nonprofits, 25 Government/military, 50 Consultants/trainers/coaches, and 50 Consulting Groups.

Rankings are based on seven criteria: **1. Vision/mission.** Are these statements linked to business strategy and outcomes, and meaningful to participants? **2. Design, content, and curriculum.** How well designed is the program model? How credible is the content? How relevant is the curriculum? How customized is the program? **3. Involvement and participation.** How broad is

the involvement and how deep the participation? **4. Measurement and accountability.** What ROI measures are made and reported and to what degree is accountability for performance and results part of the program? **5. Presenters, presentations, and delivery.** What are the qualifications of the presenters, how effective are their presentations, and how is the program delivered? **6. Take-home value.** What do participants take away and apply to improve themselves, their families, teams, and volunteer work? **7. Outreach.** What is the impact of the program on all stakeholders? Does the program and its participants benefit a broader community?

Since this Leadership 500 ranking is too long to include in my Editor's Note, I attach it as a four-page Special Supplement to the October LE magazine. LE

### 2011 BEST IN LEADERSHIP DEVELOPMENT RANKING

#### Large Organizations

1. **General Mills/GM Institute:** Kevin Wilde, CLO, Pete Longhurst, Mgr
2. **Ritz-Carlton Hotels:** Diana Oreck, VP Leadership Center
3. **General Electric:** Susan P. Peters, VP Exec Dev and CLO
4. **IBM:** Ted Hoff, VP, Center for LD; Gina Tesla, Michael Cannon, Dirs
5. **Procter & Gamble:** Laura Mattimore, Director of LD
6. **CardianBTC:** Mark Bishop, VP/Global HR
7. **Microsoft:** Irada Sadykhova, Dir of Leadership and OE
8. **Qualcomm:** Tamar Elkeles, CLO
9. **Intel:** Kristi Plinski, Director, Global LD; Allison Anderson, Manager
10. **Yahoo:** Susan Burnett, Sr VP Talent & OD
11. **Boeing/Leadership Center:** Julie Ellen Acosta, VP of LD
12. **Caterpillar:** Chris Arvin, Dean of CU, Leadership/Mgmt Training
13. **Chevron:** John Schwenger, Sr LD Consultant; Beverly Morsen, Dev
14. **ConAgra:** Jackie Drown, Program Director
15. **BNY Mellon Asset Management:** Dave DeFilippo, CLO/Program Dir
16. **Oracle/Sun Microsystems:** Gayle Fitzpatrick, GVP
17. **Direct Energy:** Meghan Holmberg, Program Director
18. **American Airlines:** William Mitchell, Program Director
19. **Alcatel-Lucent/AL University:** Victor Agnellini, VP of Learning
20. **Fed Ex/Kinko's:** Cathy Johnson, Manager; Kevin Dunkeld, HR Dir
21. **Cigna:** Jennifer Palmieri, HR/LD Director
22. **DPR Construction:** Cari Williams, Program Director
23. **Capital One/CO University:** Linda Layton, Dir of Exec & LD
24. **Valerus:** Jeffrey S. Gill, Director TM
25. **General Motors/GM Univ/Kettering:** Robert K. McMahan, President
26. **Johnson & Johnson:** Bill Weldon, CEO
27. **Motorola:** Donna Graziano, Executive Training
28. **Intercontinental Hotels:** Gary Whitney, VP, Global Learning
29. **Peppo Holdings:** Dave Schultz, CLO
30. **Kohl's:** Daniel Stewart, Director of Leadership Development
31. **McDonald's/HU:** Diana Thomas, VP of US Training

32. **Whirlpool:** Jan Immer, Enterprise L&D, Quality & Training Mgr
33. **Wachovia/Wells Fargo:** Patsy Kiser, VP of LD
34. **LaQuinta:** Christina Cernuch, VP, Training
35. **Bank of Americas:** Brian Fishel, SVP, Enterprise LD Executive
36. **Farmer's Insurance:** Mike Cuffe, VP; Annette Thompson, SVP/CLO
37. **MasterCard:** Ann Schulte, VP of LD
38. **SCC Soft Computer:** Don Keller, Director, Educational Services
39. **Northrop Grumman:** Denise Peppard, Chief HR Officer
40. **Disney/Disney Institute:** Bruce Jones, Programming Director
41. **Allied Barton:** Rich Cordivari, VP; Jim Gillece, Chief People Officer
42. **UBS:** Mike Sweeney, Managing Director, UBS Leadership Institute
43. **Stanley Black & Decker:** Ralph Doran, Management Dev
44. **Brown-Forman:** Patte Schamore, Assistant VP, Dir of Corp Univ
45. **Archer Daniels Midland:** Mike D'Ambrose, SVP HR
46. **Textron:** Jon Fliss, Global Talent Development
47. **Colgate-Palmolive:** Julie Zerbe, People Dev; Donna McNamara, Mng
48. **American Express:** Jeannette K. Harrison, VP/Learning Network
49. **Memorial Health:** Aimee Stash, System OD
50. **Medco:** Audrey Goodman, VP of OD
51. **Johnson Controls:** Greg Pennington, VP, Leadership Dev
52. **Pfizer:** Sheila Gwizdak, Program Director, Sr Dir, Global LD
53. **JetBlue:** Murry Christensen, Director of Learning, JetBlue Univ
54. **Lowe's Companies:** Cedric Coco, SVP, Learning and OE
55. **Conway:** Sharon Cloke, Program Director
56. **Vanguard:** Thomas A. Romano, Program Director/Principal
57. **Glaxo-Smith Kline:** Claire Thomas, HR; Alexandra Woolley, Director of Performance/Talent; Sarah Leonard, VP, Leadership/OD
58. **3M:** Cindy Johnson, Global Director, Talent Development
59. **AT&T:** Lew Walker, VP of Learning; Ken Fenoglio, VP, AT&T Univ
60. **UPS:** Anne Schwartz, VP, Learning & Development
61. **Cisco Systems:** Anmarie Neal, VP, CTO
62. **Ernst & Young:** Michael S. Hamilton, CLO; Armando Loreira, CU

63. **AAA of No. CA, NV & UT:** Lamont Gilbert, Director
64. **Metlife:** Judy McHugh, VP/Talent Dev, COE; Susie Marston, Learning
65. **Cbeyond:** Susan Mitnick, Sr Dir of Training, Cbeyond Univ
66. **Verizon:** Lou Tedrick, Program Dir; Magda Yrizarry, VP HR
67. **PNC Financial Services Group:** Jean L. Gullely, CHRO
68. **Infosys Technologies:** Mandita Gurjar, SVP Group Head of HR
69. **Southwest Airlines:** Elizabeth Bryant, CLO
70. **Agilent:** Teresa Roche, Program Director
71. **Zappos.com:** Pam Tidmore, Director/Pipeline Development
72. **Mutual of Omaha:** Lynda Shafer, Manager of LD
73. **Goldman Sachs:** Carol Pledger, Managing Dir; George Parsons, CLO
74. **Digitas:** Laura Lang, CEO
75. **Schwan Food Company:** Alex Stiber, Program Director
76. **Kelly Services:** Julie Curtin, Global Learning Director
77. **Grant Thornton LLP:** Jim Maurer, Learning; Richard Rykhus, Director
78. **NIIT:** Ed Trolley, VP of Managed Training Services
79. **CA Technologies:** Guy Di Lella, HR
80. **NetApp:** Gwen McDonald, SVP of HR
81. **GenPact:** Anju Talwar, SVP of Global Training
82. **B&W Pantex:** Scott Elliott, Technical Training Manager, Trude Sessions, Talent Management
83. **Economical Insurance Group:** Mary Beth Alexander, Program Dir
84. **PAETEC:** David McGeough, Sr. Dir. Training
85. **John Deere:** Samuel R. Allen, CEO
86. **Forrester Research:** Claire Schooley, Program Director
87. **Nike:** Barbara Harding, Director, Global Talent Development
88. **Genetech:** Denise Smith-Hams, SVP HR
89. **Starbucks:** Sandra Porter, HR Director
90. **Ikea:** Sari Brody, Competence and Leadership Development Manager for Ikea N. America
91. **Liberty Mutual Surety:** Richard H. Jaross, Training; Larry Israelite, HRD
92. **New York Presbyterian Hospital:** Carol Silk, CLO
93. **Weichert Co:** Mary Banen, VP of T&D; Weichert Univ/Career Dev

94. Blue Cross Blue Shield of Michigan: Valerie Keesee, HR  
95. ICICI Bank Ltd. (India): T.K. Sriang, head /Learning and Dev  
96. United Overseas Bank Limited: Jenny Wong, Global Head of HR  
97. NCO Financial Systems: Douglas R. Whitcomb, VP, Training & Dev  
98. Sanofi-aventis Pharmaceuticals: Tracie Hill, VP, Program Dir  
99. Sierra Nevada Corp: Jennifer Loll, Manager, Enterprise Trng & Dev  
100. Morgan Stanley: Diane Holman Managing Director, Global L&D;  
Daisy Wademan Dowling, Head of LD

101. Coca-Cola: Glenn Rosen, Global Talent Manager  
102. EMC University: Tom Clancy, VP, Global Education & Productivity  
103. KPMG: Cyndi Bruce, Exec Dir, Center for Lrng and Dev  
104. CDW: Maureen McDermott, Manager of OE  
105. Wal-Mart: Roger Cude, SVP, Global Talent Management  
106. Western and Southern Life: Jennifer Evans, Dir, Field T&D  
107. Nestle: Edward Marsh, Head of Talent & Organization Development  
108. ABB: Sytske Casimir, Head of Learning & Development  
109. HP: Tracy Keogh, HR; Chuck Battipede, CLO  
110. Raytheon: Lynn Schmidt, HR TM; David Letts, VP, Prof Services  
111. Unilever: Doug Baillie, CHRO  
112. Becton Dickinson: Judy Solecki, Director, HR and OD  
113. PepsiCo: Cynthia Trudell, VP, HR  
114. Ingersoll Rand: Corrine Mason, Leader of Global Talent Assessment  
115. World Bank/IFC: Darlene Christopher, Program Director  
116. AmeriCredit: Lisa Northup, Dir of Leadership Development  
117. Ciena: Jim Caprara, VP of Global HR Learning & Development  
118. Ford: Wendy Dendel, CLO  
119. Pitney Bowes: Johnna Torsonse, Exec Dir, HR Planning, Dev, Trng  
120. inVentiv Health: Denise Fulowan, Training

121. Cerner Corp: Robert Campbell, VP & CLO  
122. Scotiabank: Janet Segeren Lopes, Director, Leadership Planning  
123. Blue Cross Blue Shield/North Carolina: Robin Miller, VP, People Stgy  
124. WiPro Technologies: Abhijit Bhaduri, CLO  
125. AnMed Health: Tammy Gillespie, Training and OD Director  
126. Dell: Alejandro Reyes, Director/ Global L&D CLO  
127. Coldwell Banker: David Birnbaum, VP of Learning  
128. Parkland Health: Candy Knowles, Program Director  
129. Campbell Soup, Mette Noorgard, Program Direrctor  
130. Paychex: Karla Verdi, Manager of LD  
131. American Infrastructure: Jamie Leitch, Training Director  
132. Advance America: Roger Orberg, Director of Training  
133. Aflac: Janet Baker, SVP of Learning  
134. Baker-Hughes: Charlene Allen, Dir, Global Learning & Dev  
135. Citibank: Terry Hogan, Dir of Global Talent Management  
136. Sony Electronics: Christine DiDonato, Dir of Talent & OD  
137. CCA Global Partners: Bill Gauthier, Training Director  
138. Xerox: Carie Blum, Program Mgr, Learning  
139. Office Depot: Elisa Glazer, Director, Learning & Dev  
140. Trustmark: Pam Kreason, Training

141. Mayo Clinic: LeAnne Erickson, LD Consultant  
142. Unisys: Robert Ruscoe, Director of Training  
143. Green Mountain Coffee: Pru Sullivan, Director of Learning  
144. Yum! Brands: J. Tim Galbraith, SVP, People Development  
145. Traveler's Insurance: Tara Kennedy, CLO  
146. Aramark: Lynn B. McKee, EVP, HR  
147. Clarian Health Partners/Indiana Univ Health: Diane Iseminger, Dir LD  
148. Four Seasons Hotels: Viviana Bulla, Training  
149. Deloitte Touche Tohmatsu: Nick van Dam, Director Learning  
150. Miami Children's Hospital: Loubna Noureddin, Director, Education  
151. Triumph Group: Paul Reeves, Director of OD  
152. Comcast: Martha Soehren, SVP, Comcast University and CLO  
153. TELUS: Dan Pontefract, Sr Director & Head of Learning  
154. Hilton Worldwide: Kimo Kippen, CLO  
155. Google: Catherine Brown, Leadership Development Manager  
156. Harley-Davidson: Julie Anding, Senior Director Employee Learning  
157. ITT Educational Services: Linda Bush, Director Staff Development  
158. Steelcase: Faye D. Richardson-Green, Global L&D Director  
159. Lockheed Martin: Jim Heinz, Talent/ OD; Tim Fennell, Sr Mgr, L&D  
160. Merck: Jim Phelan, Sr Director, Organizational Learning

161. Genworth Financial: John Christman, CLO  
162. Bingham McCutchen: Tracee Whitley, Chief of Staff  
163. U.S. Cellular: Jacqueline E. Pauls, Director Leadership & OD  
164. Staples: Nancy Persson VP, Global Talent Management  
165. State Farm Insurance: Maureen O'Keefe, Manager, L&D  
166. Mars, Inc: Andre Martin, CLO  
167. Nokia: Jose Conejos, Head of HR, North America  
168. Cirque de Soleil: Karen Gay, Director of Global Citizenship  
169. Independence Blue Cross: John Clayton, Jr., Workforce Dev  
170. Healthways: Brandyn Payne, Sr. Director, Learning/ Performance  
171. Brodeur: Andrea Coville, CEO  
172. The Christ Hospital: Regina Troxell, Director of OD  
173. Bristol-Myers Squibb: Barbara A. Keen, CLO/ Head of Global L&D  
174. ManTech: Karen Gardner, Executive Director, Training and OD  
175. Adecco NA: Rick Thompson, VP T&D  
176. United Healthcare: Domenica Santiago, Director L&D  
177. Keller Williams Realty: Dianna Kokoszka, Mo Anderson  
178. BMO Financial Group: Barbara Dirks, CLO  
179. U.S. Steel: Susan M. Suver, VP, HR

180. Duke Energy: Dennis Baltzley, Executive Director, Duke CE

181. Darden Restaurants: Daisy Ng, SVP CHRO; Beth McCarty, Sr Dir, HR  
182. Western Union: Dave Roberts, Global Process & Productivity  
183. Herman Miller: Elizabeth Rohlck, Talent Management Consultant  
184. TIAA-CREF: Stephanie Bell-Rose, Director, Dermot O'Brien, EVP, HR  
185. Allstate: Elizabeth Vales, Director, OE  
186. JP Morgan Chase: David Rottman, VP/HR  
187. Tenaris: Horacio Bergero, Director of Tenaris University  
188. Siemens: Robert Werner, Program Director  
189. Northwestern Memorial Hospital: Joann Verdin, Director of Education Services; Holly Lampier, Talent Manager  
190. Kimberly-Clark: John Scott Boston, VP, Global Talent Management  
191. McKesson: Jorge L. Figueredo, EVP, HR; John H. Hammergren, CEO  
192. Time Warner Cable: Pat Clark, VP and CLO  
193. Dow Chemical: Deborah Borg, VP, Human Capital Planning & Dev  
194. Camden Property Trust: Cynthia Scharringhausen, SVP HR  
195. TD Bank: Ted Nouryan, SVP OD & CLO  
196. AXA Equitable: Rino Piazzolla, HR  
197. Wiley and Sons: Wendy Graham, Director, LD  
198. Dreamworks Animation: Dan Satterthwaite, Head of HR  
199. J.C. Penney: Sean Stevens, Director, LD & Succession Management  
200. American Honda Motor: Lyle Sweetser, Manager

201. Valley Crest Landscape: Thomas C. Donnelly, Pres. of Development  
202. Boise Cascade: John Sahlgren, VP of HR  
203. Quicken Loans: Jena Carnes, Training Director  
204. Interstate Batteries: Cathy Gorman, Internal Training Manager  
205. 7-11: Judi Affek, Senior Dir, Global HR & Store Readiness  
206. Holiday Builders: Randy Kline, Director of Training  
207. Nationwide Insurance: Anne Nagy, Corporate Talent Manager  
208. DWS: Oscar Molina, Lead Employment Counselor  
209. Sunbelt Rentals: Rod Nease, VP of Training and Development  
210. Best Buy: John Congemi, Senior Manager Training  
211. University Health System: Teresa Scepaniski, OD  
212. Yapi ve Kredi Bankasi A.S. Turkey: Saynur Önen, Program Dir (T&D)  
213. Mattress Giant: Sharon Smart, Director of Training  
214. PCL Construction: Michele Duffy, HR/PD Manager  
215. Cianbro: Kellie Guarino, OD Manager  
216. DaVita: Kent J. Thiry, CEO, Redwoods LD Program; Kent J. Thiry, Dir  
217. APC by Schneider Electric: Dana Long, Change Mgmt/Training  
218. Nebraska Med Center: Dan Moser, Dir Learning; Linda Love, Faculty  
219. Choice Hotels Intl: Patrick Cimerola, SVP/HR; Becky Wedemeyer, VP OD  
220. IKON Office Solutions: Sarah Pompilio Atkins, HR Manager

221. CareerBuilder: Gary Tackett, Director Leadership Development  
222. McCarthy Building Companies: Robin Renschen, Director of Training  
223. Avanade: Robert Cantu, America's Recruiting  
224. Panda: Elizabeth Wu, Regional HR Manager  
225. Learning Guide Solutions: Bob Mosher, Chief of Learning Strategy  
226. SABA: Bobby Yazdani, Founder and CEO  
227. Univ. of Penn Health System: Judy Schueler, VP, CHRO  
228. Bright Horizons Family Solutions: Dan T. Henry, Chief HRO  
229. Baylor Health Care System: Rosemary Luquire, CNO/SVP  
230. Windstream Communications: Jason Bates, Director, Consumer Sales  
231. J.B. Hunt Transport: Cliff Sandsmark, Sr. HR Manager  
232. GAS Secure Solution: Michael Goodboe, Regional HR Director USA  
233. CHG Healthcare Services: Sally Johnson, Corporate Manager, Talent  
234. William Osler Health System: Loradonna Botter, Director of OD  
235. Vi: Diane Cook, SVP, HR; Judy Whitcomb, CLO

## Small to Midsize Organizations

1. **Media Tec/CLO:** Norman B. Kamikow, Pres.; Gwen Connelly SVP/Operations  
2. **AIT Labs:** Rose Arant, Program Director  
3. **Carnival Cruise Lines:** Richard Ames, Shared Services  
4. **Seagate Technology:** Maria Wayne, Director, LD  
5. **Vistage International:** Martha Oxley  
6. **Soundview Executive Book Summaries:** Marcelo Bach, Director  
7. **Equity Residential:** Jonakan O'Steen, VP, Talent Development  
8. **InsureMe:** Melissa Haley, HR, Program Director  
9. **Simonton Windows:** Terry Craig, VP IT & HR  
10. **Acuity:** Lynn Coady, VP of HR  
11. **IDR:** Shelton Blease, Director  
12. **Wheeler Machinery:** Steve Hadlock, Skill Dev Manager  
13. **Highmark:** Darryl Spivey, Director of Leadership Development  
14. **Vulcan Materials:** Libbet Crumbley, Director, Management and OD  
15. **Genecor Intl:** Jim Sjoerdsma, SVP of HR  
16. **Datatel:** Kari Rairdon, Manager of Learning and Dev  
17. **Gables Residential:** Philip Altschuler, SVP, HR  
18. **American Laser Centers:** Steven Strauss, CEO  
19. **CareSource:** Douglas M. Stover, Manager CareSource Univ  
20. **Suffolk Construction:** David First, VP, Learning & Dev

21. Miami Cerebral Palsy Residential Services: Elizabeth Das, HRD  
22. Atlantis Resort: Beverly Saunders, VP, OD and Training  
23. Cross Country Health Care: Frank Shaffer, CNO/CLO  
24. Pierce Transit: Kelly Johnston, Head of Training  
25. Badger Mining Corp: Beth Nighbor, HR Leader  
26. Alexian Brothers Med Center: Kathleen Prunty, Chief Dev Officer  
27. ESL Federal Credit Union: Julie Demo, T&D Specialist

28. Ryan Inc: Delta A. Emerson, SVP and Chief Organizational Development Officer  
29. SnagAJob.com: Greg Moyer, Chief People Officer  
30. Heinfeld, Meech & Co: Diane Bradley, HR Head  
31. McMurry: Chris McMurry, CEO  
32. AutomationDirect: Kimberly Murphy, HR Director  
33. Professional Placement Resources: Dwight Cooper, CEO  
34. DAXKO: David Gray, CEO; Dawn Hrdlica-Burke, VP of People  
35. Studer Group: Debbie Ritchie, Operations Leader  
36. Navigator Management Partners: Clare Vetrick, Director of TM  
37. ENGEQ: Valerie Davis, HR Director  
38. Seventh Generation: Sarah Lord, HR Manager  
39. TerpSys: Sandy Albers, VP HR  
40. Clark Nuber: Tracy White, Senior HR Director

41. Paramount Staffing: Patricia McLean, VP of HR  
42. Kahler Slater: John Horky, HR Chief  
43. Bridge Worldwide: Brenda Walston, HR Manager  
44. McDonough Bolyard Peck: Julie Detwiler, HR Manager  
45. RedBrick Health: Sara Evans, Chief Talent Officer  
46. MAYA Design: Terry Pronko, HR Director  
47. Ultimate Software: Vivian Maza, SVP, People  
48. Holder Construction: Tommy Holder, Chairman and CEO  
49. Integrity Applications: William S. Jugus, COO  
50. Mike's Carwash Inc. (T&D): Joe Rice, Director of HR  
51. Freese and Nichols: Doug Freeby, HR Manager  
52. Hoar Construction: Peggy Eckert, VP and Head of HR  
53. The Integer Group: Nancy Svoboda, VP HR  
54. 4imprint Inc: Mary Curtin, VP of HR  
55. Eileen Fisher: Shari Simberkoff, Director of HR  
56. AMX: David A. Henigan, Director of HR  
57. Bowen Engineering: Linda Hunter, SVP, HR  
58. Hilcorp Energy: Toni Ganzenmuller, HR VP  
59. Ehrhardt Keefe Steiner & Hottman: Lori D. Nelson, PHR  
60. Robins & Morton: Aimee Comer, Director of HR

61. Pinnacol Assurance: Cecelia Muir, HR Director  
62. Nevada Federal Credit Union: Michael Traficanti, SVP of HR  
63. Rothstein Kass: Andrew S. Botwin, Principal/Director of HR  
64. Parkway Properties: Warren Speed, VP of People  
65. Minibab: Todd Herschbire, HR and Administrative Services Executive  
66. Buckman: Katherine Walker, Training  
67. Botsford Hospital: Michael Ebaugh, Dir of T&D  
68. Teach for America: Jeff Wetzel, SVP of Teacher Prep, Dev. & CLO  
69. Mohegan Sun: Jerry Moran, Tina Grove  
70. Homeland Security Solutions: Alan Malinchak, CLO  
71. Internal Data Resources: Shelton Blease, Program Director  
72. Weiland Homes: John Weiland, Chief Creative Officer

## Education/Universities/Schools of Management and Business

1. **Univ of Michigan Ross School of Business:** Alison Davis-Blake, Dean  
2. **Harvard CPL/ JFK School of Government:** Donna Kalkow, Exec Dir  
3. **MIT/Sloan Leadership Center:** Deborah Ancona, Dir; Tracy Purinton  
4. **Univ of Chicago/GSB: Ron Bendersky:** Director; Pat La Malfa, Assoc  
5. **Harvard Authentic Leadership Institute:** Nick Craig, President  
6. **Northwestern/Kellogg:** Sally Blount, Dean  
7. **Pennsylvania/Wharton:** Michael Useem, Director of Center for Leadership and Change Management; Nancy Lewis, Director, CLO  
8. **USC/Marshall:** Ed Lawler, Director of the CEO  
9. **UCLA/Anderson:** Judy Olian, Dean of Anderson School of Mgmt  
10. **Duke/Fuqua:** Sim B. Sitkin, Faculty Director, Center of Leadership  
11. **Vanderbilt/Owen GSM:** James W. Bradford, Dean  
12. **Yale/Leadership Institute:** Jeffrey Sonnenfeld, Sr Assoc Dean  
13. **Stanford/GSB Leadership:** Garth Saloner, Dean  
14. **SMU/Cox:** Frank Lloyd, Director  
15. **Pepperdine/Graziadio/SBM:** Linda Livingstone, Dean  
16. **Carnegie Mellon/Tepper/Leadership:** Robert M. Dammon, Dean  
17. **Ball State/EdL:** Program Director: Joseph McKinney  
18. **OSU/Fisher College of Business:** Lawrence Inks, Faculty Director  
19. **Notre Dame/Mendoza/EIL:** Carolyn Y. Woo, Dean  
20. **UC Berkeley, Haas School of Business:** Rich Lyons, Dean; Leo Burke, Director of Integral Leadership

21. Rider University/CDLS: John Farrell, Program Director  
22. University No. Colorado/Monfort Institute: John Latham, Director  
23. Rollins College/Crummer GSB: Susan Bach, Ex Director, Center for LD  
24. Emory University/Goizueta Business School: Larry Benveniste, Dean  
25. Utah Valley University/CAL: Kirk Young, Program Director  
26. BYU/Marriott School of Management: Gary Cornia, Dean  
27. University of Denver: Chris Flordan, Dean/Daniels College of Business  
28. Baylor University: Terry Maness, Dean/Hankamer School of Business  
29. Lynchburg College/School of Business: Joseph H. Tureck, Dean  
30. Bellevue University: Rod Hewlett, Dean College of Business  
31. Broad Institute of Harvard and MIT: Eric Lander, Director  
32. Santa Clara University/Leavey School: Charles Amelange, Dean  
33. Univ. of Delaware/Institute for PA: Jerome Lewis, Myrna Bair, Dirs  
34. Johns Hopkins/Carey Business: Phillip Phan, Dean; Pamela Cranston  
35. Tulane/A.B. Freeman School: Ira Solomon, Dean; Sally Kenney, Ex Dir

36. Cornell/S.C. Johnson GSM: Joe Thomas, Dean
37. High Point Univ: Nido Dubein, Pres; Jim Wehrley, Dean/Phillips Bus
38. Indiana State/Leadership Wabash Valley: Renae Kirby, Exec Dir
39. Exeter: Richard Bolden, Head of Centre for Leadership Studies
40. Ashford University: Tamara Carrillo, Dir Partnership Prof Dev

41. Columbia Southern University: Robert Mayes, Jr., President
42. California State (CSU): James Goodrich, Dean
43. Alliant School of Management: Chester Haskell, Dean
44. College of William and Mary/Mason School: Lawrence Pulley, Dean
45. Syracuse/Whitman School of Management: Melvin T. Stith, Dean
46. Texas A&M/Mays School of Business: Jerry R. Strawser, Dean
47. Yeshiva University/Sy Syms School of Bus: Michael Ginzberg, Dean
48. Georgetown/ McDonough School of Bus: David A. Thomas, Dean
49. UNC Kenan/Flagler: James Dean, Dean; Mindy Storrie, Director LD

## Non-Profit Organizations

1. **Society for Human Resource Management:** Hank Johnson, CEO
2. **American Society for T&D:** Tony Bingham, President and CEO
3. **American Management Association:** Jackie Green, Program Dir
4. **Human Capital Institute:** David Forman, CLO
5. **NYC Leadership Academy:** Irma Zardoza, CEO
6. **ISP: Anna Barton:** Manager, Academy Programming
7. **HR.Com:** Debbie McGrath, Program Director
8. **IQPC/Corporate University:** Lisa Schulman, Director
9. **National Management Association:** William Kitchen, Chairman
10. **Greenleaf Center:** Greenleaf Center: Kent M. Keith, Director
11. **CAEL:** Pamela Tate, President and CEO
12. **CHCI:** Allan Schwyer, Director
13. **International Leadership Assoc:** Cynthia Cherrey, Shelly Wilsey, Dir
14. **Healthcare Businesswomen Association:** Laurie Cooke, CEO
15. **Rush University Medical Center:** Melanie C. Dreher, Dean, Nursing
16. **Conference Board:** Rebecca Ray, SVP; Jean McNulty, Director
17. **Berkana Institute:** Margaret Wheatley, President
18. **Leader to Leader Institute:** Frances Hesselbein, CEO
19. **Trinity Health:** D'Anne Carpenter, Exec Dir (Specialty Lrng & Org Dev)
20. **Best Practices Institute:** Rophe Woods, Director

21. Boy Scouts of America: Robert Mazzuca, Chief Scout Executive
22. Anasazi Foundation: Ezekiel C. Sanchez, Director and Founder
23. Manchester Bidwell Craftsman Guild: Clifford R. Rowe, Chair
24. Baptist Health Care Leadership Institute: Beverly Begovich and Katie Owens, Practice Leaders
25. SoL: Peter M. Senge, Founding Chairperson
26. Griffin Hospital: Patrick Charnel, President and CEO
27. California Special Districts Assoc: Neil McCormick, Ex Dir; Megan Hemming, Education Director
28. USOC/Olympics: Pam Sawyer, Managing Dir of HR
29. Boys & Girls Clubs of America: Maureen Stone
30. BJC Health Care: Thomas Ahr, Program Director
31. Henry Ford Health System: Laurie Jensen, Dir of OD and HRD
32. St. Peter's Health Care Services: Denise Ringer, Dir of Ed and OD
33. Girl Scouts of America: Patricia Diaz Dennis
34. Lanakila Pacific: Marian Tsuji, Director
35. VSP Global: Rob Lynch, President/CEO; Elaine Leuchars, Chief HRO
36. St. Thomas Health: Deborah Story, Chief Human Resource Officer
37. SRC/SRCTec: Paul G. Tremont, Pres/SRC; Drew James, Pres/SRCTec
38. Ascension Health: Challis M. Lowe, SVP, OD and HR

## Government/Military

1. **Defense Acquisition Univ:** Christopher Hardy, Dir/Global Learning
2. **U.S. Marine OCS:** Capt. Chad Althiser, director
3. **U.S. Air Force Academy:** Lt. Gen. Michael Gould, Superintendent
4. **Federal Aviation Administration:** Jim Trinka, Dir. Trng & Dev, FAA
5. **U.S. Navy Naval Academy:** Rear Adml Joseph Kilkenny, Training
6. **U.S. Tactical/Navy Seals:**
7. **NASA/Leadership Alchemy:** Gail Williams
8. **U.S. Military Academy West Point/LD:** Lt Col Anthony Burgess, Director
9. **FBI Academy:** Robert S. Mueller, III, Dir; Thomas J. Browne, Training
10. **Federal Aviation Administration:** Jim Trinka, Dir. Training and Dev
11. **U.S. Army Rangers:**
12. **NIST/Baldrige Award:** Patrick Gallagher, director
13. **U.S. Coast Guard:** Admiral Robert J. Papp, Jr., Commandant
14. **U.S. National Guard:** Maj. Gen. Raymond Carpenter, acting director
15. **National Defense University:** Vice Adm Ann E. Rondeau, USN, Pres
16. **Army Management Staff College:** David Quisenberry, Supervisor
17. **VA Acquisition Academy:** Lisa Doyle, chancellor
18. **Chesterfield County:** VA: Kevin Bruny, Director and CLO
19. **Defense Intelligence Agency:** James Dunbar
20. **National Reconnaissance Office:** Peter J. Shelby, CLO; Bruce Carlson, Director

21. Naval Undersea Warfare Center: Thomas G. Wears, Commander
22. Intl. Trade Admin: Patricia M. Sefcik, Director; Victor E. Powers, OMO
23. Sacramento Municipal Utility: John DiStasio, CEO; Gary King, CWO
24. Naval Surface Warfare Ctr/Port Huenuene Div: Captain William W. DeBow; Steve Williams, CSO
25. Intl. Monetary Fund: Christine Lagarde, Managing Director

26. Federal Executive Institute:
27. U.S. Gov Accountability Office: Gus Crosetto, CLO
28. Dept. of Commerce, Intl Trade: Gary Locke, Sec of Commerce
29. U.S. Secret Service: Mark Sullivan, Director
30. U.S. Army Europe: Lt. Gen. Mark P. Hertling
31. U.S. Merchant Marine Academy: Shashi Kumar, Dean
32. International Trade Administration: Patricia Sefcik, Director
33. VA Dept: Alice Muellerweiss, HR/dean; Reginald Vance, Learning
34. Hill Air Force Base: Kenneth Woodward, Chief of Training
35. City of Richmond: Carol Hama, Manager, People Development

## Independent Consultants/Trainers/Coaches

1. **Gary Hamel:** author, speaker, consultant
2. **Zenger/Folkman:** Jack Zenger and Joe Folkman
3. **Goldsmith/Goodstone:** Marshall Goldsmith, Director; Aimee Krisfalusi, Mgr
4. **Blueprint Leadership:** Suzanne Biro, Director of Leadership Coaching
5. **Jim Collins:** author, speaker, consultant
6. **Leadership Challenge:** Jim Kouzes and Barry Posner
7. **Tom Peters Company:** Tom Peters, Director
8. **Guttman Development Strategies:** Howard Guttman, Director
9. **Human Performance Institute:** Jim Loehr and Jack Groppel, Directors
10. **Leader's Toolbox:** Ralph Jacobson, CEO
11. **Marcus Buckingham Company:** Marcus Buckingham
12. **Josh Bersini & Associates:** Barb Arth, Senior Analyst
13. **Arneson Leadership Consulting:** Steve Arneson, Director
14. **Chip Bell Group:** Chip Bell, director
15. **The Table Group:** Patrick Lencioni, Program Director
16. **iLeadUSA:** Thomas Pearce, Owner
17. **Right Management:** Susan Kantor, Talent Management
18. **Michael G. Winston Leadership:** Michael G. Winston, Director
19. **Benchmark Communications, Inc.:** Judith E. Glaser
20. **Leadergrow:** Robert Whipple, CEO

21. Authentic Leadership Institute: Bill George, Truth North Groups
22. Leadership Development Services: Lois Zachary, President
23. Mariposa Leadership: Sue Bethanis, Founder
24. The Levin Group: Patricia Wheeler, Director of Leadership
25. Perth Leadership Institute: E. Ted Prince, Director
26. Refinery Leadership: Barbara Ross-Deuroche, Program Director
27. Arbinger Group: Terry Warner, Director
28. Eileen McDargh: author, speaker, consultant
29. Brand Development Associates: Brenda Bence, CEO
30. Prosen Center: Bob Prosen, Director
31. Learning Guide Solutions: Bob Mosher, Chief of Learning Strategy
32. Align4Profit: Helanie Scott
33. Integro-inc.com: Alan Watts
34. Sally Helgesen: author, consultant

## Large Consulting Groups

1. **Linkage/GILD:** Phil Harkins, CEO, David Giber, LD Program Director
2. **RBL Group:** Dave Ulrich/Norm Smallwood, partners; Justin Allen, Director
3. **Korn/Ferry Intl:** Ana Dutra, CEO Leadership and Talent Consulting
4. **Achleve Global:** East Apthorp, Program Director
5. **Center for Creative Leadership:** Chris Ernst, Program Director
6. **Full Circle Group:** Bill Adams, Director
7. **Development Dimensions Intl:** Karen Colterayahn, Director
8. **Accenture:** Camille Mirshokrai, Dir/Global LD; Adrian Lajtha, Chief Leadership Officer
9. **Adizes Institute:** Shoham Adizes, Program Director
10. **Booz Allen Hamilton:** Aimee George-Leary, Dir of L&D; Vicente Gonzalez
11. **Plante & Moran:** Karen Rann, PLLC
12. **BlessingWhite:** Tom Barry, Leadership Practice
13. **Vital Smarts:** Joseph Grenny, Director
14. **PDI/Ninth House:** Bobbie Little, Dir of Exec Coaching Services
15. **Stratagos:** George Chen, Director
16. **Ken Blanchard Companies:** David Witt, Program Director
17. **Franklin-Covey:** Stephen MR Covey, Director
18. **Integro Leadership Institute:** Keith Ayers, CEO
19. **Gallup/Leadership Development:** Jim Clifton, Director
20. **Dale Carnegie/LD:** Kevin J. Sensenig, Director

21. Oliver Wyman/LD: Trina Soske, Partner, Head of the Americas
22. Sensei International: Omar S. Khan
23. Deloitte/Leadership: Bill Pelster, Program Director
24. Senn-Delaney Leadership: Larry Senn, CEO
25. Richard Chang Assoc: Richard Chang, CEO
26. Root Learning: David Serdyski, Dir of Employees
27. Consensus Group: Michael Rosenthal, Director
28. HSM/World Business Forum: Patricia Meier, CEO
29. Lebow Company: Rob Lebow, Director
30. Leadership Circle: Bob Anderson, CEO
31. Caliper: Cynthia Sax, Sr. VP, Consulting Services
32. Strategic Training: Laura Paramoure
33. Alliance Leadership: Carolyn Davis Mehran, CEO
34. Goldman Sachs Group: Steven Kerr, CLO

35. Pacific Institute: Lou Tice, CEO
36. McKinsey/Leadership: Dominic Barton, Director
37. Lee Hecht Harrison: Massimiliano Savarese, CHRO
38. Denison Consulting: Dan Denison, Founder
39. Dialogos: Bill Isaacs, CEO
40. Mercer: Michele Burns, CEO

41. Aon/Hewitt/Leadership: Lynn Jekkals, Resident Managing Director; Anand Shankar, COO
42. Crowe Horwath: Charles Allen, CEO
43. Kepner-Tregoe: Ray Baxter, CEO
44. Human Potential Project: Chris Majer; Sue Kresovich, Director
45. Monitor Group: Chris Argyris, Director
46. Cornerstone Leadership Institute: David Cottrell, Director
47. BTS: Jim Bowles, Leadership Director
48. Knightsbridge: Vince Molinaro, Director
49. Thayer Leader Development Group: Karen Kuhla, Director
50. Bain & Company: Steve Ellis, Director
51. Boston Consultancy Group: Bruce Henderson, Founder
52. Analysis Group: Martha Samuelson, CEO
53. PriceWaterhouseCoopers: Tom Evans, CEO
54. Creative Energy Options: Mary Jane Saras, LD
55. IBM Global Business Services: Frank Kern, SVP
56. Caggemini: Steven Smith, CU Pres.
57. Kaplan: Bror Saxberg, CLO
58. Leader Source: SGA: Robert Walter, Director

## LDP BEST PRACTICES

### 50 Best Practices in LD

Also new this year is our listing of the 50 best practices in LD. This is a chance to learn from the best to improve your program or process.

### Process/Program Design

1. **Define meanings, design model.** Know what *leadership* means to you and have a model for developing it.
2. **Ownership:** Program participants own their development.
3. **Branding:** Plan/process/program designed to deliver certain *brand* of leader.
4. **Alignment of LD with the culture, values, and strategy.** Top management, as the voice of strategy, must play a visible and active role and review how LD efforts support business initiatives. Identify real-time business issues and listen to and provide feedback on recommended solutions by program participants. Align leadership behaviors with strategies to keep focused on the end-game of success.
5. **Purpose.** Aligning leadership behaviors to strategy creates a core purpose for LD and prevents LD practices becoming ends in themselves. The best LD systems enable execution of business strategy. They are anchored in—and driven by—strategy. Leadership traits must mirror and keep pace with the strategic challenges. Leaders must possess the right skills and orientations to launch, test, and revise strategies as necessary. This requires alignment of leadership skills to strategy.

6. **Involvement of top management** and engagement of top talent (*active leadership commitment, sponsorship and visibility*). Executive endorsement lends credibility to LD efforts and elevates the experience of participants.

7. **Design in multiple dimensions,** phases, and delivery platforms.

8. **Predetermine what you want your leaders to know, be and do** as a result of the LD.

## Experience

9. **On-job experience:** Field or special assignments/crucible challenges.

10. **Off-job experience:** leader role in extracurricular and volunteer activities.

11. **Action Learning:** Performance with reporting, shared learning, and action items.

12. **Simulation,** pilot, or small-scale operation.

13. **Developmental assignments,** meetings with global counterparts. People learn to lead by doing, so focus on experiential learning. Emphasize experience over classroom training.

14. **Action orientation.** The best LD tools tend to be actionable and leveraged to real business solutions. LD produces higher performance by improving leader effectiveness. Tailor LD systems to business realities. Strategies for growing leaders shift with changing demands.

15. **Experiential learning.** Such learning includes moving leaders onto special projects, task forces, or new initiatives; embedding real-world problems into LD programs; challenging leaders to take on real problems with immediate feedback and payback; connecting participants to projects that have real consequences.

16. **Networking.** Bonding occurs as individuals work together. Taking on challenges establishes a crucible that forges strong relationships. These networks strengthen as leaders mature. Bring together leaders from different disciplines to work on special projects. Co-mingling of participants tends to break down barriers and promote synergistic problem-solving.

17. **Rotational assignments.** Rotate participants across disciplines, divisions, functions, and geographies. Complexity and specialization are barriers. Use these assignments to round out the leadership package in a way that positions individuals for senior leadership positions.

18. **Social/political competence:** Enlighten participants on how to cope well with the social and political elements of leadership.

### Content/Curriculum/Competencies

19. **Learning modules** / magazine articles on most relevant topics.

20. **Define the deficiencies/gaps** and identify the critical content and topics.

21. **Case studies,** stories, culture values.

22. **Community/team building** exercises and activities.

23. **Different agenda and curriculum** for different levels of managers and leaders.

24. **Focus on a few,** company-specific core competencies. Have a focused set of competencies—three, four or five competencies—that become the focal point for developing leaders in each unit. As the strategic demands change, LD priorities may also shift. Leadership competencies migrate as the demands evolve.

25. **Smart Content:** Content and curriculum adapted to different levels of managers and leaders in strategic context.

26. **Tailored leadership competencies:** Isolate and agree on the key competencies. Limit competency models to a few competencies, and prioritize them to fit the changing needs.

27. **Competencies as the development core.** Competencies stand as the primary clusters of knowledge, behavior and motivations. Defining a set of organization-specific leadership competencies guides LD efforts.

28. **Focused and prioritized few.** A formal and focused leadership competency model sets behavioral expectations for leaders at all levels. This allows the virtual collection of leadership experience by generating guidelines on how leaders should think, act and interact. A leadership competency framework helps define the culture.

29. **Identify the leadership competencies that drive business results**—the core competencies from which the specific prioritized few are selected. As leaders move up, their skills must shift from people and project management to strategic business and operations management.

30. **Leadership curriculum designs.** Most LD programs have a voluntary curriculum. Those that have specialized, customized, mandatory LD programs tend to identify the program as essential to elevating leader potential. Create fluid designs incorporating just-in-time response elements, including eLearning and blended learning solutions.

## Learning/Teaching

31. **Create individual development plans.** Help participants select the top two priorities for action learning. Individualize development by bringing in the right skill sets at the right time, using case studies, external education, e-learning, and other media.

32. **Teaching others, and learning from others.** Involve leaders in developing other leaders. Participants enjoy attending programs with senior leaders as teachers, both in classrooms and in experiential or action learning applications. This expands the impact of the LD program exponentially. Bring leaders in to formal organized sessions—whether it's in-person, face-to-face sessions, or delivered virtually.

33. **360-feedback and feed-forward with team members.** Use external executive coaches and deploy 360-degree assessments and feedback tools, along with feed-forward activities.

34. **Target all levels of leadership:** Have elements that apply to line managers for basic training; functional managers for leadership, management, vision; and top leaders using external education and consultants.

35. **Multi-dimensional learning designs and platforms.** Incorporate a range of learning techniques and delivery mechanisms. These curriculums incorporate fluid design elements to target learning interventions—e-learning, experiential, classroom or blended—that are real-time and real-life. Classroom and e-learning tools are more prevalent for managers. Senior-level LD programs are more likely to incorporate experiential and action-learning techniques.

36. **Integrate with talent management:** To build a sustainable leadership pipeline, assess leadership potential, identify successors, and

place these individuals into the right development programs. Integrate TM processes with Performance Management, Succession Planning, Recruitment and Selection, Promotion and Compensation, OD, and Culture.

## Coaching/Mentoring

37. **Engage senior leaders** as teachers, mentors, and coaches.

38. **Monitor progress** on action learning.

39. **Use both internal and external coaches** and mentors.

40. **Agree on performance standards.**

41. **Link stated values and actual behaviors** with measurements.

42. **Supply mentoring and coaching** for emerging and senior leaders.

43. **Proactive process of mentorship** so employees gain support from direct managers and from people outside the management chain. This enables leaders to develop themselves even as they develop others.

## Results/Outcomes/Reach

44. **Orientation:** Have an employee/customer/market orientation.

45. **Measure and track results** against desired outcomes.

46. **Require accountability** for behaviors, performance, and financial results.

47. **Scope:** LD includes all leadership recruitment, placement and succession planning; development of the benches and pipelines, filling critical gap leadership roles.

48. **Outreach:** Great LD programs benefit all stakeholders, cultivate loyalty and longevity, and inspire service, even sacrifice.

49. **Evaluate ROI in LD.** Assess LD outcomes informally and anecdotally, with some connection between LD and bottom-line outcomes.

50. **Define expected results in LD.** The true value of LD is difficult to assess due to the gap between desired and actual practice in measuring development effectiveness. As LD is more integrated with strategic activities, its value becomes more measurable and apparent. LE

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