Research Task- Form III

Articles: Top 10 Companies for leaders (How to breed stars)

1. General electric:

**Take It on the Road** For 50 years companies have tried to emulate GE's legendary Crotonville training facility, a place where thousands of employees have honed their management skills. But GE now generates 50% of its revenue overseas - over half its employees work abroad too - so it has taken Crotonville on the road to hot spots around the world like Shanghai, Munich, and Bangalore. GE employees can also tap online leadership workshops through the company's intranet. "It doesn't matter where you are," says Susan Peters, head of executive development, "you will get access to the same kind of training.

2. Proctor & Gamble:

**Hire for Emotional Intelligence**. The 170-year-old maker of household brands like Crest and Pampers has produced multiple generations of leaders by hiring employees who have what the company calls "in-touch capability." Recruiters look for leadership experience, from chairing the debate team to serving as church choir director, before they hire. To help employees build on those strengths once they are hired, P&G runs a series of programs and exercises. Says Richard Antoine, P&G's global HR officer: "We need to have people who can be in touch or have the social intelligence to really understand consumers' needs."

3. Nokia:

**Create a Mentoring Mentality.** Developing the next wave of cutting-edge cellphones means thinking about what consumers will hanker for years from now. But when it comes to grooming talent, Nokia uses an age-old method: mentoring. The company's 12 executive board members meet four to five times with protégés at the VP and director levels during a six-month program. After that, mentees apply the lessons they learn to plans for their personal development. And for Nokia's top 200 executives, part of their evaluation depends on how subordinates rate their ability to lead, teach, and inspire.

4. Hindustin Unilever

**Place the Right People in the Right Jobs.** At this Anglo-Dutch-owned Indian conglomerate, known for churning out leaders as fast as it produces Pears soap and Lipton tea, managers are rated in colorcoded boxes. The top 200 to 250 managers, called greens (as in "go," not "novice"), are singled out on a leadership rating matrix. Mediocre execs are labeled amber, and at the bottom are reds. The aim is to get the top 50 greens into critical jobs at various levels of seniority. The ranking system, the company says, helps it attract and nurture leaders.

5. Capital one financial

**Coach Your Managers**. Personal trainers aren't what you'd expect at a company focused on interest rates or loan payments. But at financial services company Capital One, CEO Richard Fairbank created a program to ensure managers are in shape to lead. More than half have been paired for a year with a former exec or outside "trainer" to hone leadership skills. Coaches work on everything from public speaking to time management. While the program is aimed at the newly hired or promoted, Fairbank worked with his own expert, who helped gather employee feedback and suggest changes.

6. General Mills

**Prepare to Solve Problems.** Last year the cereal maker launched a three-day simulation program that prepares employees for situations that might not occur on a typical day. Groups of 36 managers are brought together at headquarters and divided into six teams to compete against one another in challenges that replicate normal business problems. The results are often surprising, says CEO Steve Sanger: "An R&D scientist will often come up with a really smart marketing idea."

7. McKinsey

**Groom Global Talent**. With offices in 45 countries and business that's rarely nation-specific, global cross-pollination of employees is essential to this firm's mission. In 2007, 2,500 consultants will work full-time on projects outside their home country. Come January, McKinsey will launch a program that allows employees to work 12- to 24-month stints in two foreign markets. A Scandinavian building a career in tech might spend a year in Silicon Valley and one in Korea before returning with a broader perspective and an expanded network.

8. IBM

**Learn Through Integration.** Last year Palmisano created a task force of 300 senior executives to tackle the challenges of integrating Big Blue's myriad services. For IBM, which has acquired 69 companies in the past seven years, strengthening - and unifying - its leadership base and business practices is critical. This initiative, which attempts to do both, assembles teams of 25 to 40 executives to tackle real-life assignments. Says Mike Markovits, who oversees the program: "We're learning from some of our acquired companies what we might want to migrate through the rest of IBM."

9. BBVA

**Apply Peer Pressure**. Proving yourself at BBVA, Spain's second-largest bank, isn't just about meeting your boss's expectations. When it's time for your biannual review, peer sentiment and self-evaluation are just as important. Co-workers spend time analyzing your work habits by answering 35 to 64 open-ended and fill-in questions. BBVA says the process is useful for filling the growing number of management positions and revealing leadership deficiencies. "It helps us identify managers whose style is participatory, not coercive," says Juan Ignacio Apoita, head of HR.

Questions:

* 1. Find out the name of the CEO’s of ***three*** of the companies mentioned above. (3)
  2. Explain what the following companies do: McKinsey, Proctor & Gamble and Nokia. (6)
  3. Choose any company (or more) and explain how they are using the four main tasks of management as part of developing new leaders in their business: control, monitor, organize and lead. (16)
  4. Choose any secondary task of management and discuss how effective it may be in everyday activities. Use an example by quoting a passage from above. (6)
  5. Name a company that focuses on leading to enhance the performance of their employees. (1)
  6. Motivate your answer by choosing one word that supports the above conclusion. (1)
  7. Which company has the most effective strategy in your view? Motivate. (4)
  8. Find two quotes on leadership and management and briefly discuss in conclusion what you think a manager needs to be successful. (4)