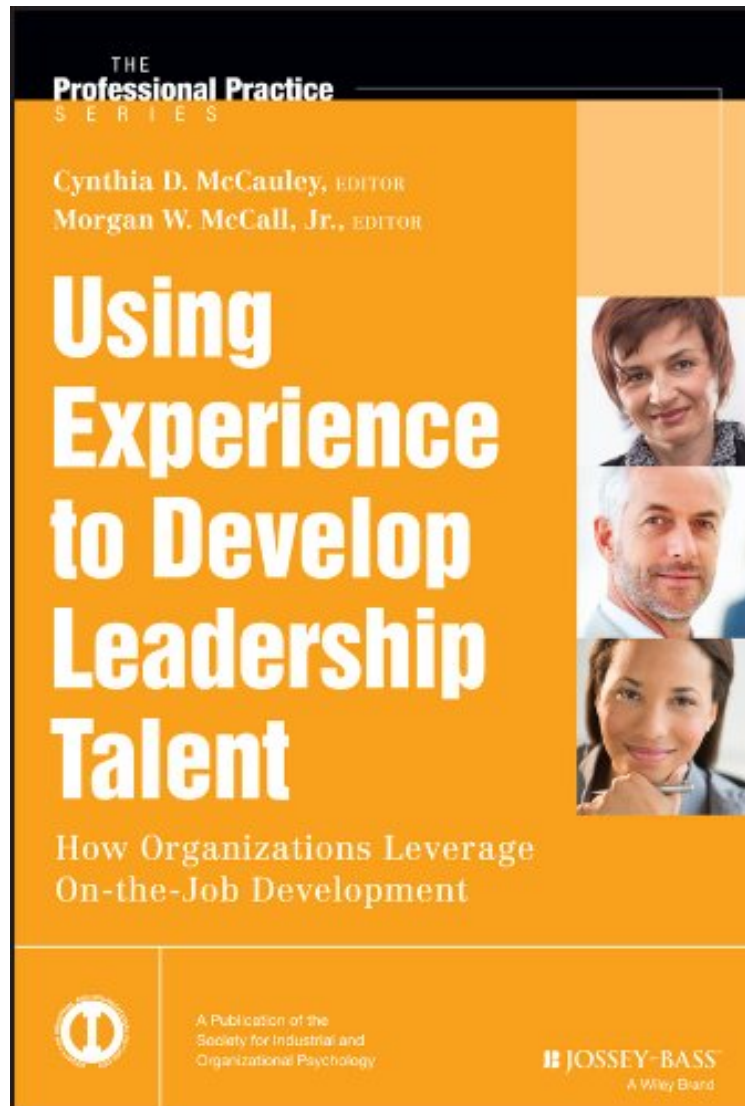


(Online library) Using Experience to Develop Leadership Talent: How Organizations Leverage On-the-Job Development (J-B SIOP Professional Practice Series)

Using Experience to Develop Leadership Talent: How Organizations Leverage On-the-Job Development (J-B SIOP Professional Practice Series)

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Cynthia D. McCauley, Morgan W. McCall : Using Experience to Develop Leadership Talent: How Organizations Leverage On-the-Job Development (J-B SIOP Professional Practice Series) before purchasing it in order to gage whether or not it would be worth my time, and all praised Using Experience to Develop Leadership Talent: How Organizations Leverage On-the-Job Development (J-B SIOP Professional Practice Series):

2 of 2 people found the following review helpful. How and why knowledge shared with others can have almost incalculable value to everyone involved. By Robert Morris. This is a substantial volume, co-edited by Cynthia McCauley and Morgan McCall, to which they and more than 30 associates have contributed information, insights, and counsel that will help leaders in almost any organization -- whatever its size and nature may be -- to accelerate, nourish, and sustain on-the-job development of leadership and management skills at all levels and in all areas of the given enterprise. Some of the most valuable material is provided within mini-case studies of organizations that include (listed in alpha order) Eaton, Genentech, GlaxoSmithKline, HEINEKEN, IBM, Kelly Services, Microsoft, 3M, Tata Group, and Yum! Brands. Chapters are organized within five Sections. During the course of the narrative, readers will learn how their organizations can:

- Develop experience-driven leadership
- Put experience at the center of talent development systems
- Design job experiences for leader development
- Maximize learning from experience

Most people find that the most valuable business lessons they learn are from failure than from success, from what hasn't worked than from what has. In fact, each "failure" (however defined) offers a precious learning opportunity. Individuals need to take full advantage of what is learned from those experiences. Moreover, of equal (if not greater) importance, organizations need a culture within which there are constant and successful knowledge transfers between and among those who comprise the workforce. The best teachers tend to be avid students and the best way to learn is to teach other. This is precisely what Peter Senge has in mind when advocating what he characterizes as "the total learning organization" in *The Fifth Discipline*. Review the aforementioned strategic objectives and note the reference to "experience" in each. The value of lessons learned from experience is compounded in direct proportion to the number of people with whom they are shared, and, in extended proportion to the number of people with whom they share those lessons. This really is a two-part challenge, as suggested by Carla O'Dell and C. Jackson Grayson Jr. in *If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice*. They focus on what they call "beds of knowledge" which are "hidden resources of intelligence that exist in almost every organization, relatively untapped and unmined." They suggest all manner of effective strategies to "tap into" this hidden asset, capturing it, organizing it, transferring it, and using it to create customer value, operational excellence, and product innovation -- all the while increasing profits and effectiveness. "Almost all organizations claim that their "most valuable assets walk out the door at the end of each business day." That is correct. Almost all intellectual "capital" is stored between two ears and much (too much) of it is, for whatever reasons, inaccessible to others except in "small change." Almost everything anyone needs to know about how to leverage on-the-job development can be found in *Using Experience to Develop Leadership Talent*. One of the many substantial benefits of the approach taken in this book is that as workers share experience-driven knowledge, they will become convinced of the value of such interaction -- to them as well as to associates -- and will become "evangelists" of experience-driven learning. In the final chapter, "Concluding Thoughts," Cynthia McCauley and Morgan McCall observe: "Leaders have always learned from their experiences and they will continue to do so even without organizational intervention. However, as the authors in this book demonstrate, line managers and HR professionals can create the conditions for more learning by more leaders and for learning focused in areas that will advance the business strategy and the health of the organization. And they can deflect or dampen the forces that thwart learning from experience." Amen.

0 of 7 people found the following review helpful. Delivery took over two weeks!

By Chris Reed. Book was brand new. Delivery was horrible.

1 of 2 people found the following review helpful. comments for section 2: chapter 3

By rossana. SECTION II: CHAPTER 3 - This chapter is a readable expose; acute; of the initiatives used by 3M to develop leadership talent. Many companies declare people to be their most important asset, but their actions do not always show this to be the case. The article shows how 3M "walks the talk". The basic rules of management were set by the President as early as 1948; since then, 3M has put in place an impressive number of tools which are imbedded in the business of 3M worldwide. Programs such as "15% timers", "Leaders Teaching Leaders", and "Accelerated Leadership" are illustrated by the authors. I was particularly impressed by the examples of practices that should be common sense, but not seen frequently applied: the creation of dual career ladder (technician - manager) and a careful process of matching individual skills and growth opportunities to organizational needs - page 56, 57. The active involvement of the CEO in talent reviews - page 53 is also a good example; management commitment is inescapable for any initiative to be successful. I liked the concepts of people as "corporate assets" and that they are given "some measure of protection"; and "can count on a network of sponsors/mentor and champions who advocate on their behalf"; in a structured process. The authors also explained how the formal programs reach the objective of encouraging growth by funneling ideas from general to actual implementation, and screening each proposal on a measure of economic success and ultimately financial reward for the whole company. Overall, an interesting summary of the current practices at 3M and of their evolution during the last decade.

How organizations can effectively put experience at the center of the development process. Research increasingly and conclusively shows that effective leaders continue to learn, grow, and change throughout their careers and that a significant part of this development occurs through on-the-job experiences. Co-Published by the Society of Industrial and Organizational Psychology and sponsored by the Center for Creative Leadership, *Using Experience to Develop*

Leadership Talent provides real-world strategies, best practices, lessons learned, and global perspectives on how organizations effectively use experience to develop talent. Provides an in-depth look at a variety of leader development initiatives that have taken up the challenge of putting experience at the center of the development process. Written by senior practitioners who have implemented initiatives they write about. Shares new development planning tools, systematic approaches to managing the assignments of high potentials, tools to educate managers on how to find assignments that meet their employee's development needs. Includes online resources that allow employees to search for development opportunities. Describing challenges and practices in multinational companies around the world, Using Experience to Develop Leadership Talent will serve as a focused guide to how organizations can use on-the-job development to reshape leader development practices that better integrate work and learning.

From the Inside Flap: The world's top organizations know that success is impossible without strong leaders. Developing this world-class leadership requires identifying people with potential, giving them challenging assignments, and holding them accountable for results and for their own growth. Yet many organizations struggle to put leaders in situations that allow them to learn and lead. In *Using Experience to Develop Leadership Talent*, leadership development practitioners describe how they have faced this challenge and put experience at the center of targeted initiatives for developing exceptional leadership. Compiled by long-time leaders in experience-driven leader development, *Using Experience to Develop Leadership Talent* is full of successful strategies for creating growth experiences and maximizing the lessons they offer. The architects behind initiatives at international organizations like 3M, GlaxoSmithKline, and Microsoft also share how they partner with line managers to link experience-driven development to business strategy, identify the right talent to place into key experiences, and move people into developmental assignments outside their current job. In addition, the volume provides important insights on special topics such as virtual reality experiences, bosses who are exceptional people-developers, and driving on-the-job development into the whole organization. The Society for Industrial and Organizational Psychology (SIOP) commissioned this book in order to bring together for the first time a wide range of practices for putting on-the-job leader development to work. Putting experience at the center of leadership development is not just a passing trend. The approach is research-based and extensively supported by theory and practice. For organizations of all sizes, *Using Experience to Develop Leadership Talent* is an important step in the process of developing a next-generation talent management methodology.

From the Back Cover: Real-world initiatives that turn experiences into leadership excellence. Developing strong leadership means intentionally leveraging the process of experience-driven learning. It's a tall order, but 3M, Microsoft, Tata Group, HEINEKEN, and other organizations around the globe have done it. For the first time, the tactics they use to build outstanding leadership are collected in one volume, described by the very people who created them. In this book, I-O professionals, talent managers, and leadership researchers provide answers to questions like: How can organizations identify experiences that matter for leadership development? What techniques best help leaders take advantage of experience? What lessons do experiences offer and reinforce? How can coaching, mentoring, and training support on-the-job development? How can experience-based development initiatives align with strategic goals? Praise for *Using Experience to Develop Leadership Talent*: "It may be obvious that leadership is learned through experience, but it's far from obvious how organizations can use experience more systematically and effectively to develop the leaders they need. This book forges the path from the abstraction to the reality, and the lessons contributors have learned will help anyone interested in using experience to develop leadership talent." —Edward E. Lawler III, Distinguished Professor, Marshall School, University of Southern California "Using Experience to Develop Leadership Talent provides a wealth of case examples coupled with current thinking that will help companies grow talent through experience planning. This is a must have volume for talent management and leadership development practitioners in any setting." —Allan H. Church, Ph.D., Vice President Organization Development Executive Assessment, PepsiCo "This exceptional book provides pragmatic case studies of learning through experience that help the reader turn ideas into actions and demonstrate how leading companies develop others through experience. Each case is a unique experience; the cumulative effect of all the cases is a pattern with principles for learning through experiences." —Dave Ulrich, Professor, Ross School of Business, University of Michigan, and Partner, The RBL Group

About the Author: Cynthia McCauley is a senior fellow at the Center for Creative Leadership (CCL) in Greensboro, NC. From her broad research and applied experience, she has developed expertise in leader development methods, including developmental assignments and relationships, 360-degree feedback, and action learning. She has co-developed a number of CCL's assessment tools and is co-editor of three editions of *The Center for Creative Leadership Handbook of Leadership Development*. Morgan McCall is a professor of management and organization in the Marshall School of Business at the University of Southern California. His research on the development and derailment of executives has appeared in numerous books and articles, including the trilogy *The Lessons of Experience*, *High Flyers*, and *Developing Global Executives*. He has applied his work on experience-based leader development at numerous companies, including Disney, Toyota, Microsoft, and Proctor Gamble. Learn more at

