

Research Highlights—Europe

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 stabilising cash and debt positions and balancing immediate cost pressures with top-line growth. With the recovery 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 favour 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 organisational 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 programme in place or to 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 Cosméticos 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 organisations, regardless of size or sophistication. They include:

<p>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 behaviour they expect of others—they are dedicated to the development of talent and building a pipeline of leaders.</p>	<p>Practical and aligned programmes and practices. Leadership strategies need to clearly reflect the overall business strategy. At Top Companies, leadership programmes and practices are closely aligned with business goals. These programmes are practical, relevant, and easy to execute.</p>
<p>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 organisation. This unrelenting focus on talent involves more than just developing people, but also how you hire, coach, promote, and reward.</p>	<p>When leadership becomes a way of life. At Top Companies, the development of leaders is an institutionalised 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 is part of their DNA.</p>

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 organisations to think about what really matters when it comes to leadership. Beyond the four disciplines, the 2009 Global Top Companies are characterised 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. Organisations that excel at leader building gain an edge over their competition because they enjoy a surplus of engaged leadership talent in their pipeline 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 realising that no matter what business they are 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” programmes 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 organisation does.

Disciplined Execution of the Fundamentals

Most companies conduct talent reviews and succession planning. Most companies today also have leadership development programmes. The difference at the Global Top Companies is the penetration of these practices further down in the organisation 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 is expected of them and are held accountable for their actions. More than merely achieving results, it is **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 Rigour in Developing the Next Generation of Leaders

With a deep commitment to development and a rigorous focus on key processes, The Top Companies are developing the next generation of leaders needed to grow and sustain their organisations. 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 is not only found in an organisation's high-potential pool, however. More and more, leading companies are recognising 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 Europe Highlights

Every company around the globe has been impacted by the economic challenges of the last year. For every business, the stakes were higher and the obstacles were tougher. Despite these challenges, a number of companies have persevered, moving beyond mere survival to a focus on sustainability. In fact, this is a hallmark of the 2009 Europe Top Companies for Leaders. These companies not only have strong leadership programmes and practices in place, but also have deeply embedded these practices into the organisational culture.

“The biggest challenge for leaders now is to maintain people’s commitment and their motivation in the current climate.”

Top Company Executive

Our previous Top Companies findings in Europe focused heavily on having the proper programmes and practices in place. In 2009, however, meeting this criterion alone is no longer enough to be considered a Europe Top Company for Leaders. Rather, companies must have clear alignment of their leadership practices and processes to business strategy, excellence in execution, and a culture of transparency that allows these practices to weave themselves into the fabric of the organisation. Combined, these factors help build a sustainable pipeline of leaders to ensure future success. One key differentiator for the Europe Top Companies is they are not only focused on business results, but they are also very focused on the impact of their businesses on the environments and communities in which they operate.

Building leaders at the Europe Top Companies is an integral part of the business, not simply an HR-driven process common in other companies. The Europe Top Companies focus on developing behaviours that support the company’s vision, values, and the sustainable way they run their business. It is through practical programmes, transparency, and leaders “walking the talk” that the Top Companies are able to cultivate a true leadership culture. As one Top Company executive states, “Our leaders are passionate about where we want to be and how that all comes down to **people**. They’re able to convey that passion and inject it into others.”

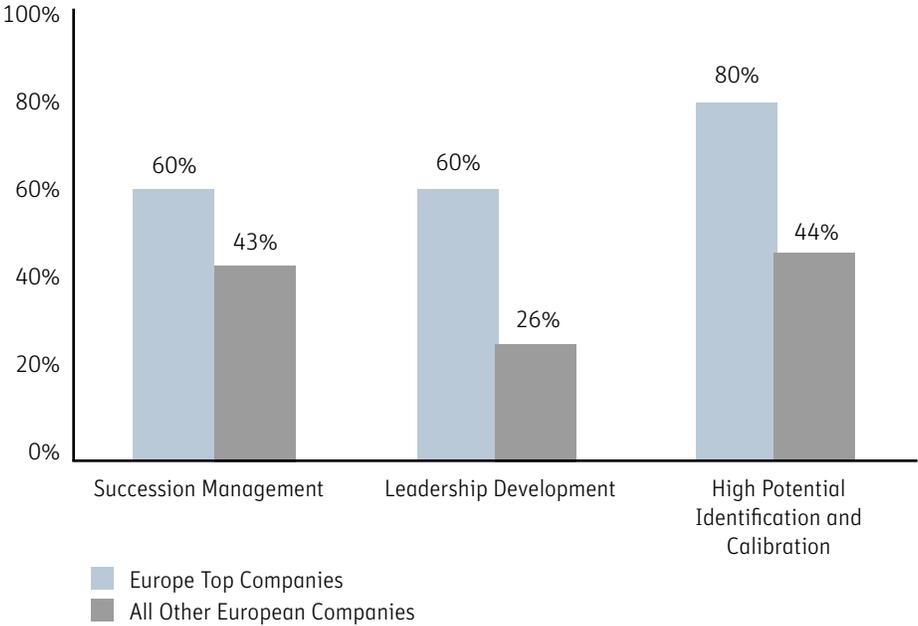
Building Leaders Is an Accountability and a Passion

The Europe Top Companies make leadership a priority, tying leadership investment efforts to business strategy. All the Europe Top Companies articulate a clear business case for investing in leadership, as compared to 71 percent of all other European companies.

The Top Companies further emphasise the importance of leadership by holding leaders accountable through the performance management process for the success or failure of leadership processes. In addition to using compensation as a tool to hold leaders accountable, it is also used as a tool to reward strong performance and potential. Compensation plans at the Europe Top Companies include formal provisions for higher pay for high-potential (or equivalent) leaders, as compared to other leaders in the organisation. This sends a clear message to employees that they are valued for their strong contributions.

Additionally, leaders at Europe Top Companies serve as models for committed and ethical leadership behaviours. They have genuine passion for leading and inspiring others. They understand that their behaviour sets an example and tone for others to emulate. These leaders encourage an environment where the desired behaviour is openly recognised and inappropriate behaviour is corrected through feedback and coaching. They continuously challenge themselves and are aware of where they can improve. They create an atmosphere of open communication. All these factors create a strong culture of pride and commitment to deliver on the organisational goals, which has clearly helped these Top Companies successfully face economic challenges and continue on a path of short- and long-term success.

Leaders Are Held Accountable Through the Performance Management Process

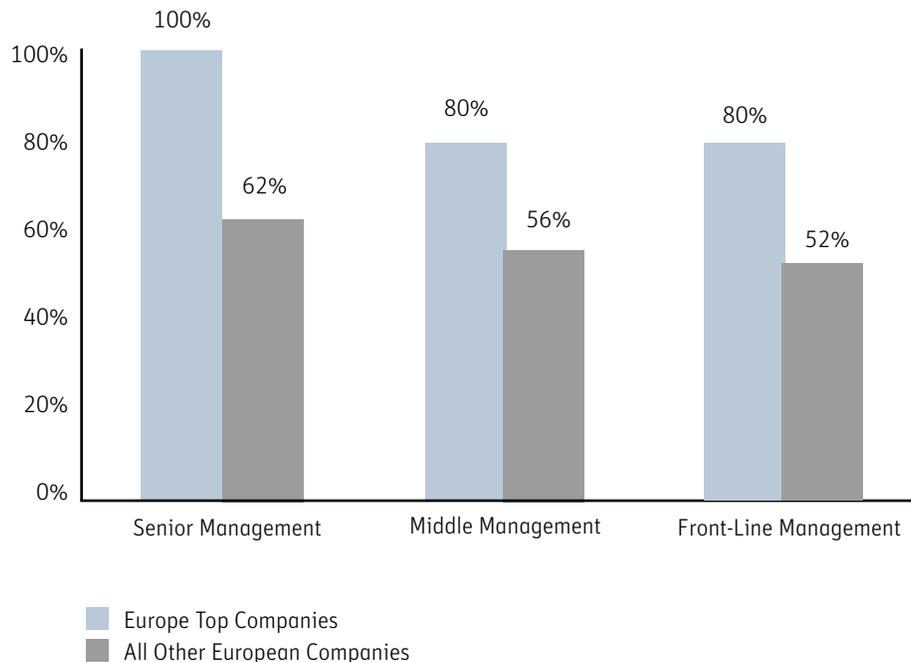


Focusing on the Future

The Europe Top Companies clearly define which jobs, as well as which skills and experiences, are critical to the success of the organisation. All the Europe Top Companies report clearly identifying which jobs are critical to the future success of the company, compared to just 87 percent of all other European companies. Identification of these roles and capabilities combine with rigorous assessment and meaningful development to supply strong pools of talent for the Top Companies.

“It all comes down to openness and trust. It’s like a constant drumbeat across the organisation.”
Top Company Executive

Developing Critical Leadership Skills for the Future Well/Very Well



The ability to manage and lead innovation and the ability to develop others are the leadership skills and experiences deemed most critical to future success by the Europe Top Companies. In addition, the ability to deliver outstanding results, vision and strategic thinking, and the ability to drive growth are also rated as important. Clearly, companies need to define and articulate the most critical skills and experiences for current and future success. To do this effectively, they need to provide the right programmes, practices, and metrics—linked to business strategy—to support relevant development.

Identifying and Developing High Potentials

Simply having a strategy and identifying critical roles is not enough to ensure that companies are developing robust leadership pipelines. Companies must also pay attention to, and accelerate the development of, top talent by providing them with differentiated assessment, development, and opportunities. The Europe Top Companies are doing just that with 80 percent reporting that senior management is heavily involved in the identification of high potentials (versus 49 percent of all other European companies) and the calibration of the high-potential pool (versus 28 percent of all other European companies). The Top Companies are also more likely to have formal processes to educate and develop high potentials and to measure the effectiveness of their high-potential programme(s). As one Top Company executive expressed, “The talent pool is the backbone of the organisation’s future. It is the top priority and first stop to address all types of projects.”

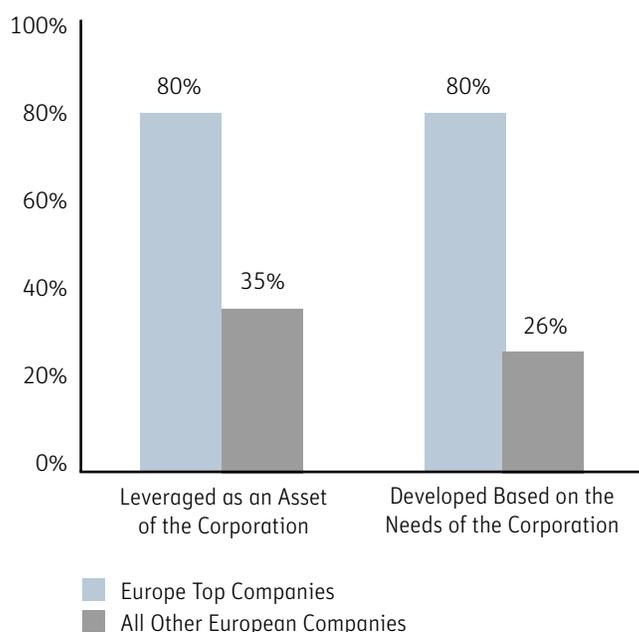
High-Potential Development

	Europe Top Companies	All Other European Companies
Have a formal process to educate and develop high potentials	100%	68%
Receive, on average, 8 or more days of development/training annually (VP and above)	80%	37%
Receive, on average, 8 or more days of development/training annually (VP and below)	80%	45%
Use specific metrics to evaluate the effectiveness of high-potential (or equivalent) programme(s)	80%	45%

Executing Consistently Across Geographies and Businesses

Human capital needs are at the forefront of strategy in Europe Top Companies from day one. While many companies still adhere to ad hoc approaches, often driven at the business unit level, the Europe 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. They are also more likely to use consistent practices, with minimal or no customisation, for key talent and leadership throughout the organisation. For example, 80 percent of the Europe Top Companies have consistent succession management practices, versus 40 percent of all other companies. Similarly, leadership development practices are consistent in 80 percent of the Top Companies, compared to 35 percent of the other companies.

Leadership Talent as a Corporate Asset



Building a Brand for Leadership

For leading companies, building an external reputation for attracting and developing strong leadership is vital to long-term success. Eighty percent of Europe Top Companies, compared to 55 percent of all other companies, report being intentional/very intentional in their efforts to build a reputation for strong leadership. They recognise that having a strong leadership brand is a competitive advantage—one that attracts top talent, as well as helps to retain top talent. A strong leadership brand ensures a steady supply of strong leaders, generation after generation, among Top Companies.

For Europe Top Companies, a vital aspect of this strategy is emphasising values, ethics, and contribution to the community at large. Many organisations are using Corporate Social Responsibility (CSR), which includes community involvement, environmentalism and socially responsible business, to win the war for talent, advance their leadership agendas, and drive business growth. One hundred percent of Europe Top Companies have a formal strategy for CSR, compared to 79 percent of all other companies. More specifically, leading companies have discovered that CSR directly helps them attract, develop, and inspire leaders—at a time when concerns for social responsibility, ethics and integrity, and the public good are at a record high. This is especially true for the next generation of leaders, who often seek a closer connection between community and the public good and the companies they work for.

Moving the Needle

The Europe Top Companies continue to move the needle when it comes to attracting, developing, and retaining leaders. Beyond the execution of good practice, leaders at the Top Companies practice what they preach. They are ambassadors of the organisation, and this pride and sense of responsibility are infectious. The transparency of process and behaviour, coupled with a strong conviction to “do the right thing,” is a key differentiator for the 2009 Europe Top Companies. They are concerned with the how as much as they are with the what.

“There are two clear and simple priorities for all leaders who focus on what is important for the business outcomes; and do it ‘with a warm heart’; a combination of heart and mind.”

Top Company Executive

2009 Europe Top Companies for Leaders

- | | |
|---------------------------------------|-----------------|
| 1. Titan Cement Company S.A. | Greece |
| 2. TNT N.V. | The Netherlands |
| 3. MAN SE | Germany |
| 4. Banco Bilbao Vizcaya Argentaria SA | Spain |
| 5. Micro Focus International plc | United Kingdom |

Special Recognition

MOL Nyrt.	Hungary
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Although the 2009 Europe Top Companies for Leaders list is dominated by companies from more developed economies in Europe, there were several entries from Eastern Europe that showed considerable progress in people-development processes and in the importance placed on leadership by senior management teams. Of particular note is MOL, a Hungarian energy company, whose entry showed the adoption of both leading-edge development and management practices and a very reflective understanding of where they still need to improve.

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 organisation 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 are not complacent. None of the executives we met felt they had it nailed. None have ticked “developing leaders” off their priority list. That is yet one more differentiator for the best companies and the best leaders—they are 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 organisational goals.
- **Selection and onboarding**—a rigorous and consistent approach.
- **Leadership**—right leaders, right behaviours, 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 organisations 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 analysed 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 organisations were eligible to participate in the survey process. However, global organisations were eligible for the list only in the region in which they are 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 Centre for Leadership and Change Management at the Wharton School, University of Pennsylvania. He has completed several studies on corporate organisation, ownership, governance, restructuring, and leadership. Dr. Useem has presented leadership and change seminars to more than 55 leading organisations globally and consulted on corporate governance and organisational change. As a professor, he developed MBA and executive MBA programmes on leadership, teamwork, governance, and decision making for national and global managers.

Europe Judges' Panel

Chris Bones—*See Global Judges' Panel*

Annie Pye is Professor of Leadership Studies at the University of Exeter Business in the United Kingdom. Professor Pye publishes her work widely in academic and practitioner outlets ranging from *Organisation Science* to the *Financial Times*, and works with both private and public sector organisations. She is currently Acting Head of Department and Director of Research for the Centre for Leadership Studies.

Research Partners

Hewitt Associates (NYSE: HEW) provides leading organisations 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 utilised 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 organisations 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 recognised 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 Organisation

How can you move in the right direction to build a great leadership culture? What specific practices can help your organisation 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 organisation 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 organisation 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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