

Top Companies for Leaders 2011



You can complete this survey online at www.aon.com/topcompanies

Leadership, more than ever, is the single largest determinant of competitiveness in business. And while there is a lot of information on what makes a good (or bad) leader, there is less insight on Leader Building—the discipline of creating a robust and sustainable pipeline of leaders. Companies that excel at leader building edge out the competition with a surplus of leadership talent and a strong leadership brand, even in the most challenging talent markets. In the current business environment, the demand for leaders will only intensify. How organizations respond in terms of commitment, practice and execution, and its impact on business performance, is what this study aims to understand.

We invite you to participate in the 2011 *Top Companies for Leaders* study. Initiated in 2001 by Hewitt Associates (now Aon Hewitt), Top Companies for Leaders is the world's most comprehensive longitudinal study of leadership and leadership practices. The study, recognized for its global scope and research rigor, attracts hundreds of companies around the globe that seek outside-in insights on leader building and how the best develop and sustain their leadership pipeline. This year, Aon Hewitt is excited to be working once again with FORTUNE, the leading global business publication, and The RBL Group, the esteemed HR strategy and leadership consultancy founded by thought leaders Dave Ulrich and Norm Smallwood.

The *Top Companies for Leaders* study truly is a unique opportunity for all companies, regardless of sophistication or size, to participate in building a common understanding of the most critical and least developed discipline of the 21st century. It is also a great opportunity for your organization to gain recognition for its leadership practices. There is no fee to participate in this study. In addition to being eligible for the *Top Companies for Leaders* regional and global lists, study participants will receive a complimentary research brief and the opportunity to benchmark against other leading organizations.

We encourage you to respond to the survey and learn about what you can do to build leaders faster and better than your competition.

Getting Started

The survey questions on the following pages ask for your opinion about leadership practices in your organization. The questionnaire should take approximately 90 minutes to complete. All individual company survey responses are confidential, and we report all data results in aggregate. Data analysis takes place in the United States. Only those companies selected for a Top Companies list will be identified by name.

Remember, by participating in this breakthrough study, you will receive an exclusive complimentary research brief and an opportunity to benchmark your organization against the Top Companies.

Key Terms:

For the purposes of this survey, please refer to the following definitions of key terms that will be used throughout the questionnaire.

Leadership: Encompasses the systems and processes that build the organizational capability to generate a robust pipeline of talent.

Leader: A leader is one who is influential in guiding and influencing the activities of others, as they relate to organizational and individual goals. Typically, a leader is accountable for the performance of a team, organization, process, or key customer relationships.

Board of Directors: The governing body of a corporation whose members are **elected** by shareholders. Responsible for establishing corporate management policies and making decisions on major company issues. **Note:** *This does not refer to management/leaders within an organization.*

High Potential (or equivalent): An employee who is identified as having significant opportunity to advance quickly in the organization.

Succession Planning: A regular planning process used to identify individuals who can fill key roles in the organization if needed.

Formal Programs or Practices: Intentional and systematic.

Senior Management: Typically the top levels of corporate and business unit executives (e.g., C-suite, EVP, SVP, or equivalent).

Middle Management: Typically managers of other managers (e.g., Vice President, Director, or equivalent).

Front Line Management: Typically managers of individual contributors (e.g., Manager, Supervisor, or equivalent).

Other Critical Jobs: Nonleader jobs/roles that affect customer decision making and have a direct impact on the organization's future growth potential.

Emerging Markets: Nations with social or business activity in the process of rapid growth and industrialization, characterized by an economy with low-to-middle per capita income (e.g., includes, but is not limited to Brazil, Russia, India, Mexico and China, South and Southeast Asia, Africa, Latin America, Middle East and Eastern Europe).

A. About Your Organization

1. Organization name: _____

2. What is the size of your organization? (*provide data for most recent fiscal year*)

Number of Full-Time Employees	Revenues (in USD)
<input type="checkbox"/> Less than 5,000	<input type="checkbox"/> < \$5 million
<input type="checkbox"/> 5,001–10,000	<input type="checkbox"/> ≥ \$5 million and < \$10 million
<input type="checkbox"/> 10,001–20,000	<input type="checkbox"/> ≥ \$10 million and < \$30 million
<input type="checkbox"/> 20,001–30,000	<input type="checkbox"/> ≥ \$30 million and < \$50 million
<input type="checkbox"/> 30,001–40,000	<input type="checkbox"/> ≥ \$50 million and < \$100 million
<input type="checkbox"/> 40,001–50,000	<input type="checkbox"/> ≥ \$100 million and < \$500 million
<input type="checkbox"/> 50,001–75,000	<input type="checkbox"/> ≥ \$500 million and < \$1 billion
<input type="checkbox"/> 75,001–100,000	<input type="checkbox"/> ≥ \$1 billion and < \$5 billion
<input type="checkbox"/> More than 100,000	<input type="checkbox"/> ≥ \$5 billion and < \$10 billion
	<input type="checkbox"/> ≥ \$10 billion and < \$25 billion
	<input type="checkbox"/> ≥ \$25 billion

3. Please select the single industry classification that best describes your organization: (*check only one*)

- | | |
|---|---|
| <input type="checkbox"/> Automobiles and Components | <input type="checkbox"/> Materials |
| <input type="checkbox"/> Banks | <input type="checkbox"/> Media |
| <input type="checkbox"/> Capital Goods | <input type="checkbox"/> Pharmaceuticals, Biotechnology and Life Sciences |
| <input type="checkbox"/> Commercial and Professional Services | <input type="checkbox"/> Real Estate |
| <input type="checkbox"/> Consumer Durables and Apparel | <input type="checkbox"/> Retailing |
| <input type="checkbox"/> Consumer Services | <input type="checkbox"/> Semiconductors and Semiconductor Equipment |
| <input type="checkbox"/> Diversified Financials | <input type="checkbox"/> Software and Services |
| <input type="checkbox"/> Energy | <input type="checkbox"/> Technology Hardware and Equipment |
| <input type="checkbox"/> Food and Staples Retailing | <input type="checkbox"/> Telecommunication Services |
| <input type="checkbox"/> Food, Beverage and Tobacco | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Health Care Equipment and Services | <input type="checkbox"/> Utilities |
| <input type="checkbox"/> Household and Personal Products | |
| <input type="checkbox"/> Insurance | |

4. What is the extent of your global operations? (*check only one*)

- Global (operations in all regions around the globe)
- Multiregional (operates in several regions)
- Regional (operates in one region)
- Domestic (operates only in one market/country)

5. What **best** describes your organization? (*check only one*)

- Subsidiary _____ Name of Parent Company
Are you traded separately from your parent company?
 Yes _____ Stock Symbol No N/A—Parent is not a public company
- Publicly traded _____ Stock Symbol _____ Name of Stock Exchange
- Privately held
- Government agency/department
- Not-for-Profit or Nongovernmental Organization (NGO)
- Educational institution

6. What is the size of your total leadership population? (*indicate number of leaders*)

Number of Leaders		We do not track this
_____	Senior management (all senior managers in the organization)	<input type="checkbox"/>
_____	Senior management permanently working outside of headquarters country	<input type="checkbox"/>
_____	Senior management currently on international assignment (temporary assignment outside their home country)	<input type="checkbox"/>
_____	Middle management (all middle managers working in the organization)	<input type="checkbox"/>
_____	Front line management (all front line managers working in the organization)	<input type="checkbox"/>

7. Please rank the top three most pressing challenges your organization will face over the next 1–3 years. (*rank order from 1 to 3, with 1 being the most pressing challenge*)

- | | |
|-------------------------------------|---|
| _____ Globalization | _____ Technological change |
| _____ Business growth | _____ Ownership and governance in your organization |
| _____ Mergers and Acquisitions | _____ Attraction of talent |
| _____ Expansion to new markets | _____ Retention of talent |
| _____ Increased competition | _____ Insufficient number of leaders |
| _____ Regulatory environment | _____ Quality of leaders |
| _____ Cost (e.g., margin) pressures | _____ Insufficient talent overall |
| _____ Product/service innovation | _____ Employee productivity |
| _____ Access to capital | _____ Employee engagement |
| _____ Operational excellence | _____ Other (<i>please describe</i>): _____ |

B. Leadership Strategy

B1. Business Case

8. Has your organization articulated a clear business case for investing in leadership as a strategic imperative?

Yes No (if no, skip to question 9)

b. If yes, to what extent would you agree with the following statements?

	Strongly Disagree		Neither Agree nor Disagree		Strongly Agree
Our leadership strategy is clearly defined	1	2	3	4	5
Our stakeholders understand how our leadership strategy creates value	1	2	3	4	5
Our senior leaders demonstrate the values of our organization	1	2	3	4	5
Our senior leaders are well aligned to the direction our organization is heading	1	2	3	4	5
Leadership investments are not impacted by financial performance	1	2	3	4	5
Leaders can explain how leadership investments affect financial performance (e.g., ROI)	1	2	3	4	5
Leadership metrics are included in the organization scorecard (e.g., how we measure overall organizational performance)	1	2	3	4	5
Our strategic business planning involves a review of our existing and future leadership needs	1	2	3	4	5
Workforce planning is part of our business planning process	1	2	3	4	5
Investing in leaders directly impacts business performance	1	2	3	4	5
Our organization clearly identifies which jobs/roles are critical to the future success of the organization	1	2	3	4	5
Leaders are rewarded (e.g., promotions, compensation) for the strength of the talent pipeline in their business unit(s)	1	2	3	4	5
Our organization is committed to investing in leaders at all levels of the business	1	2	3	4	5
Our organization is committed to investing in leaders in all geographies in which we operate	1	2	3	4	5

B2. Linking Leadership Practices With Business Strategy

9. To what extent does your organization customize the following practices at the business unit/geographic level, and how explicitly linked are each of the following practices to your business strategy?

Does your organization have a specific strategy for the following practices?		If yes, to what extent does your organization customize the following practices at the business unit/geographic level?					If yes, how explicitly linked are these practices to your business strategy?						
Yes	No	Not Customized		Somewhat Customized		Completely Customized	Not Linked		Partially Linked		Explicitly Linked		
<input type="checkbox"/>	<input type="checkbox"/>	Selecting leaders from within your organization		1	2	3	4	5	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Selecting leaders from outside your organization		1	2	3	4	5	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Assessing leaders		1	2	3	4	5	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Developing leaders		1	2	3	4	5	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Rewarding leaders		1	2	3	4	5	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Engaging leaders		1	2	3	4	5	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Identifying high potential/critical talent		1	2	3	4	5	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Retaining leaders		1	2	3	4	5	1	2	3	4	5

B3. Prioritization

10. Please rank how each of the following groups in your organization prioritize leadership activities. (rank order from 1 to 3, with 1 being the high priority)

	Board of Directors	CEO	Senior Management	Middle Management
Leadership strategy	_____	_____	_____	_____
Succession planning	_____	_____	_____	_____
High potential identification	_____	_____	_____	_____
Strengthening leadership competencies in senior leaders	_____	_____	_____	_____
Strengthening leadership competencies in their direct and indirect (e.g., 2 levels below) reports	_____	_____	_____	_____
Recruiting top talent	_____	_____	_____	_____
Retaining top talent	_____	_____	_____	_____
Diversity	_____	_____	_____	_____
Developing competencies that differentiate our leaders	_____	_____	_____	_____
Communicating externally about leadership development initiatives	_____	_____	_____	_____
Communicating internally about leadership development initiatives	_____	_____	_____	_____
Not a priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Which of the following statements apply to your organization, and what percentage of overall leadership investment do you dedicate to these activities? (please round to the nearest whole number)

<i>(check all that apply)</i>	Overall Investment
<input type="checkbox"/> We build competencies in individual leaders	_____ %
<input type="checkbox"/> We build leadership systems (succession plans, performance management, training programs, etc.) to manage talent effectively	_____ %
<input type="checkbox"/> We enhance the reputation of select leaders to attract customers and interest to our organization	_____ %
<input type="checkbox"/> We build leaders at every level who ensure customers have desired experiences	_____ %
<input type="checkbox"/> None of the above	100% Total

B4. Involvement

12. What percentage of time and effort do the following groups spend **directly** on leadership activities (e.g., succession planning, coaching, talent reviews)?

	10% or Less	11%– 20%	21%– 50%	51% or More	We do not track this	Not Applicable
Board of Directors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Middle Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b. Which of the following leadership activities does this time include? (*check all that apply for each leader level*)

	Board of Directors	CEO	Senior Management	Middle Management
Reviewing talent and succession planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creating development plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading/participating in company programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coaching/mentoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identification of high potentials (or equivalent)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Calibration of high potential pool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting critical talent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retaining critical talent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B5. Leadership Diversity

13. Is increasing the diversity of your leadership group a formal part of your leadership strategy?

- Yes No (if no, skip to question 15)

14. To what extent has your organization actively taken steps to address leadership representation in the following areas, and how successful have you been with these efforts?

	To what extent has your organization actively taken steps to:					How successful has your organization been with these efforts?				
	Not at All	Somewhat		To a Great Extent		Not Successful	Somewhat Successful		Very Successful	
Increase the representation of leaders from outside your organization's headquarters country	1	2	3	4	5	1	2	3	4	5
Increase female representation in leadership positions	1	2	3	4	5	1	2	3	4	5
Increase the representation of other under-represented groups in leadership positions	1	2	3	4	5	1	2	3	4	5
Increase the representation of individuals with diverse experience and/or perspective in leadership positions	1	2	3	4	5	1	2	3	4	5
Increase the representation of early career individuals in leadership positions (e.g., emerging leaders)	1	2	3	4	5	1	2	3	4	5

15. What is the composition of your senior management team (CEO and his/her direct reports)? (please round to the nearest whole number)

Gender	Age	Average Tenure
____ % Male	____ % Ages 25–30	<input type="checkbox"/> Less than 1 year
____ % Female	____ % Ages 31–40	<input type="checkbox"/> 1–5 years
	____ % Ages 41–50	<input type="checkbox"/> 6–10 years
	____ % Ages 51–60	<input type="checkbox"/> 11–15 years
	____ % Ages 61 and older	<input type="checkbox"/> 16–20 years
100% Total	100% Total	<input type="checkbox"/> More than 20 years
<input type="checkbox"/> We do not track this	<input type="checkbox"/> We do not track this	<input type="checkbox"/> We do not track this

B6. Metrics

16. Does your organization have specific criteria to measure the overall effectiveness in achieving your strategic leadership objectives?

- Yes No (if no, skip to question 17)

b. Which of the following does your organization use **regularly** (e.g., at least 80% of the time) to measure strategic leadership progress, and which are the most effective in evaluating success?

Used Regularly <i>(check all that apply)</i>	Most Effective <i>(check up to three)</i>
<input type="checkbox"/> Achieving overall financial results	<input type="checkbox"/>
<input type="checkbox"/> Meeting financial goals for growth (e.g., sales)	<input type="checkbox"/>
<input type="checkbox"/> Meeting financial goals for return (e.g., ROE, ROI)	<input type="checkbox"/>
<input type="checkbox"/> External recognition (e.g., investor, media) and perception of the leader's ability to deliver results	<input type="checkbox"/>
<input type="checkbox"/> Analyst ratings	<input type="checkbox"/>
<input type="checkbox"/> Customer satisfaction	<input type="checkbox"/>
<input type="checkbox"/> Strength of leadership pipeline	<input type="checkbox"/>
<input type="checkbox"/> Diversity within leadership pipeline	<input type="checkbox"/>
<input type="checkbox"/> Engagement of leaders (e.g., survey results/score)	<input type="checkbox"/>
<input type="checkbox"/> Employee engagement (e.g., survey results/score)	<input type="checkbox"/>
<input type="checkbox"/> Retention of leaders	<input type="checkbox"/>
<input type="checkbox"/> Retention of high potential/critical talent	<input type="checkbox"/>
<input type="checkbox"/> Other <i>(please describe)</i> : _____	<input type="checkbox"/>

C. Leadership Competency Framework

17. Does your organization utilize a defined leadership competency model or other formal description of leadership high performance?

- Yes (if yes, please send a copy to topcompaniesforleaders@aonhewitt.com)
- No (if no, skip to question 21)

b. If yes, to what extent would you agree with the following statements?

	Strongly Disagree	2	Neither Agree nor Disagree	4	Strongly Agree
Our senior leaders know what exceptional leadership looks like at this organization	1	2	3	4	5
Leaders at all levels know the competencies effective leaders must possess across all geographies and functions	1	2	3	4	5
Our model includes fundamental leadership competencies all leaders must demonstrate	1	2	3	4	5
Our model emphasizes the competencies that differentiate us from other organizations	1	2	3	4	5
Our customers help identify which competencies differentiate our organization from other companies	1	2	3	4	5

c. Please specify the competencies that differentiate your leaders from leaders in other organizations, and indicate how well your organization currently develops those differentiating competencies.

18. Which of the following fundamental leadership competencies does your organization include in your competency model, and how well is your organization currently developing those fundamental competencies?

For those competencies you selected, how well is your organization developing these fundamental competencies?

(check all that apply)

Leading Others					
	Not Well	Somewhat Well		Very Well	
<input type="checkbox"/> Articulate a point-of-view about the future	1	2	3	4	5
<input type="checkbox"/> Incorporating stakeholder (e.g., customer) expectations into strategy	1	2	3	4	5
<input type="checkbox"/> Engage organization in developing strategy	1	2	3	4	5
<input type="checkbox"/> Create strategic traction in the organization	1	2	3	4	5
<input type="checkbox"/> Manage/lead change	1	2	3	4	5
<input type="checkbox"/> Follow a decision protocol	1	2	3	4	5
<input type="checkbox"/> Ensure accountability	1	2	3	4	5
<input type="checkbox"/> Build teams	1	2	3	4	5
<input type="checkbox"/> Ensure technical proficiency	1	2	3	4	5
<input type="checkbox"/> Communicate effectively	1	2	3	4	5
<input type="checkbox"/> Create aligned direction	1	2	3	4	5
<input type="checkbox"/> Strengthen competency	1	2	3	4	5
<input type="checkbox"/> Resource to cope with demands	1	2	3	4	5
<input type="checkbox"/> Create a positive work environment	1	2	3	4	5
<input type="checkbox"/> Establish workforce plan to enable future strategy	1	2	3	4	5
<input type="checkbox"/> Linking firm brand and employee brand	1	2	3	4	5
<input type="checkbox"/> Help people manage their careers	1	2	3	4	5
<input type="checkbox"/> Find and develop next generation talent	1	2	3	4	5
<input type="checkbox"/> Encourage networks and relationships	1	2	3	4	5
Leading Self					
<input type="checkbox"/> Deliver results	1	2	3	4	5
<input type="checkbox"/> Make good decisions	1	2	3	4	5
<input type="checkbox"/> Seek feedback	1	2	3	4	5
<input type="checkbox"/> Maintain composure and recover quickly from difficult situations/crises	1	2	3	4	5
<input type="checkbox"/> Demonstrate learning agility	1	2	3	4	5
<input type="checkbox"/> Demonstrate character and integrity	1	2	3	4	5
<input type="checkbox"/> Appropriately balance work and personal interests	1	2	3	4	5
<input type="checkbox"/> Have personal energy and passion	1	2	3	4	5
<input type="checkbox"/> Other <i>(please describe)</i> : _____	1	2	3	4	5

19. Please rank the top three leadership skills and experiences most critical to the future success of your firm, and how well does your organization develop those you feel are most critical? (rank order from 1 to 3, with 1 being most critical to your organization)

Critical for the Future	Rank	For those three skills/experiences you ranked, how well is your organization developing these critical leadership skills <i>for the future</i> ?				
		Not Well	Somewhat Well		Very Well	
_____	Global business experience	1	2	3	4	5
_____	Demonstration of company mission and values	1	2	3	4	5
_____	Ethical standards and practice	1	2	3	4	5
_____	Vision and strategic thinking	1	2	3	4	5
_____	Outstanding customer relationships	1	2	3	4	5
_____	Encourage use of professional networks and relationships	1	2	3	4	5
_____	Ability to establish connection between organization objectives and external reputation	1	2	3	4	5
_____	Ability to demonstrate learning agility	1	2	3	4	5
_____	Ability to manage/lead innovation	1	2	3	4	5
_____	Ability to drive growth	1	2	3	4	5
_____	Ability to deliver outstanding results	1	2	3	4	5
_____	Ability to execute	1	2	3	4	5
_____	Ability to decisively deal with difficult situations/crises	1	2	3	4	5
_____	Ability to manage/lead a large, complex organization	1	2	3	4	5
_____	Ability to manage/lead during times of change	1	2	3	4	5
_____	Ability to motivate diverse groups of people	1	2	3	4	5
_____	Ability to effectively develop other leaders	1	2	3	4	5
_____	Ability to attract and develop the next generation of leaders	1	2	3	4	5
_____	Ability to influence the external environment	1	2	3	4	5
_____	Ability to engage others	1	2	3	4	5
_____	Other (please describe): _____	1	2	3	4	5

20. How well does your organization integrate its leadership competencies into the following practices?

	Not Well		Somewhat Well		Very Well
Recruiting leaders from outside the company	1	2	3	4	5
Selecting leaders from within the company	1	2	3	4	5
High potential (or equivalent) identification	1	2	3	4	5
Placement of identified successors	1	2	3	4	5
Performance planning and reviews	1	2	3	4	5
360 degree feedback for development	1	2	3	4	5
360 degree feedback for performance management	1	2	3	4	5
Promotion decisions	1	2	3	4	5
Determining base pay	1	2	3	4	5
Determining annual incentive	1	2	3	4	5
Determining long-term incentive	1	2	3	4	5
Educating and developing leaders	1	2	3	4	5

D. Succession Management

D1. Succession Planning

21. Does your organization have:

	Yes	No
A specific CEO succession plan in place?	<input type="checkbox"/>	<input type="checkbox"/>
An emergency CEO succession plan in place?	<input type="checkbox"/>	<input type="checkbox"/>
A formal succession planning process?	<input type="checkbox"/>	<input type="checkbox"/> (if no, skip to question 24)

b. If you do have a **formal** succession planning process, what elements does the plan specifically include? (check all that apply)

- Review of talent at least once a year
- Use of performance ratings
- Unique identification of a leader’s current performance versus his/her future potential
- Communication of accelerated development plan that results from succession planning
- Development of high potential (or equivalent) pools of candidates
- Assessment of potential for advancement
- Assessment of leadership skill gaps
- Clearly identify which jobs/roles are critical to the future success of the organization
- Ready now versus Ready future ratings
- 360 degree feedback
- Third-party assessment
- Retention risk assessments
- Engagement ratings
- Workforce plan (e.g., 3–5 years in advance)
- External successor pools (e.g., potential hires)
- Internal successor pools (e.g., high potential)
- Diversity goals
- Preparation of successor lists for select positions
- Development of successors for specific positions
- Other (please describe): _____

22. Succession planning:

Which of the following levels/roles do you formally include in the succession planning process? (check all that apply)	On average, how many successors are slated for a typical position?					
	0	1-2	3-5	6-7	8-10	10+
<input type="checkbox"/> CEO	1	2	3	4	5	6
<input type="checkbox"/> Senior management	1	2	3	4	5	6
<input type="checkbox"/> Middle management	1	2	3	4	5	6
<input type="checkbox"/> Front line management	1	2	3	4	5	6
<input type="checkbox"/> Other critical positions	1	2	3	4	5	6

23. When selecting candidates *internally*, how frequently do you fill positions with the named successors?

	Never	1	2	Some of the Time	3	4	Always	5
Senior management positions	1	2	3	4	5			
Middle management positions	1	2	3	4	5			
Front line management positions	1	2	3	4	5			
Other critical positions	1	2	3	4	5			

D2. Leadership Pipeline

24. The organization currently has a sufficient talent pipeline at the following levels to be successful in the future.

	Strongly Disagree	1	2	Neither Agree nor Disagree	3	4	Strongly Agree	5
CEO	1	2	3	4	5			
Senior management	1	2	3	4	5			
Middle management	1	2	3	4	5			
Front line management	1	2	3	4	5			
Other critical positions	1	2	3	4	5			

25. What factors impede your organization's ability to build a robust leadership pipeline? (*check all that apply*)

- Organizational structure (e.g., flat, siloed)
- Organizational growth
- Geographic constraints (e.g., location, mobility)
- External business environment (e.g., economic strain)
- Not an important priority for the business
- Lack of executive sponsorship
- Inconsistent strategic direction
- Lack of leader alignment to organization's values and direction
- Lack of commitment at leadership levels
- Insufficient technology to support processes
- Inconsistent messages (e.g., communications, actions, leadership behaviors)
- Inconsistent execution of practices across functions/locations
- Insufficient succession metrics
- Lack of resources (e.g., people, time, money) dedicated to succession management practices
- Lack of required skills/experience among existing employees
- Internal training/development programs do not facilitate succession planning
- Mentoring program insufficient to develop leaders
- High potential employees not developed effectively
- Poor retention of key talent
- No impediments
- Other (*please describe*): _____

D3. Metrics

26. Does your organization use specific metrics to evaluate the effectiveness of your succession management process?

- Yes No (if no, skip to question 27)

b. If yes, which of the following does your organization use **regularly** (e.g., at least 80% of the time) to measure the effectiveness of your succession management process, and which are the most effective?

Used Regularly <i>(check all that apply)</i>	Most Effective <i>(check up to three)</i>
<input type="checkbox"/> Number of qualified candidates per position	<input type="checkbox"/>
<input type="checkbox"/> Number of positions with specific number of "ready now" candidates	<input type="checkbox"/>
<input type="checkbox"/> Number of job openings filled from the succession pool	<input type="checkbox"/>
<input type="checkbox"/> Number of diverse candidates in successor pool	<input type="checkbox"/>
<input type="checkbox"/> Placement rate of diverse candidates	<input type="checkbox"/>
<input type="checkbox"/> Skill and experience gaps for the next generation of leaders	<input type="checkbox"/>
<input type="checkbox"/> Ability to fill key positions/bench strength	<input type="checkbox"/>
<input type="checkbox"/> Ability to resource growth initiatives (e.g., expansion in new markets)	<input type="checkbox"/>
<input type="checkbox"/> Percentage of potential successors who complete development plans	<input type="checkbox"/>
<input type="checkbox"/> Performance of placed successor over a specific time period	<input type="checkbox"/>
<input type="checkbox"/> Internal movement of talent	<input type="checkbox"/>
<input type="checkbox"/> Attrition rate from the succession pool	<input type="checkbox"/>
<input type="checkbox"/> Other (please describe): _____	<input type="checkbox"/>

E. High Potentials

Please answer the questions in the following section about the high potential (or equivalent) talent in your organization.

E1. Identification

27. Does your organization identify high potentials (or an equivalent)? *(check only one)*

- We formally identify high potentials or equivalents
- We informally identify high potentials or equivalents
- We do not identify high potentials or equivalents *(skip to question 36)*

28. Does your organization have different high potential pools (e.g., high potential for roles 2–3 above current role versus high potential for C-suite; high potential versus ultimate potential?)

Yes No (if no, skip to question 29)

b. If so, how many groups do you have? _____ # of groups We do not track this

c. Please describe how you define each group: _____

29. Levels at which you identify high potentials (or equivalent):

At what levels in the organization do you formally identify high potentials?
(check all that apply)

What percentage of the total employee population at each level is designated as high potential?
(please round to the nearest whole number)

- | | | |
|---|--------|---|
| <input type="checkbox"/> Senior management | _____% | <input type="checkbox"/> We do not track this |
| <input type="checkbox"/> Middle management | _____% | <input type="checkbox"/> We do not track this |
| <input type="checkbox"/> Front line management | _____% | <input type="checkbox"/> We do not track this |
| <input type="checkbox"/> Entry level/early career | _____% | <input type="checkbox"/> We do not track this |

30. Which of the following does your organization use **regularly** (e.g., at least 80% of the time) to identify high potentials (or equivalent) and how does this vary for each level in the organization?

Used Regularly (check all that apply)	Do you use different criteria for specific levels?		If yes, indicate which criteria is used at each of the following levels?			
	Yes	No	Senior Management	Middle Management	Front Line Management	Entry Level/ Early Career
<input type="checkbox"/> Executive nominations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> HR nominations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 360 degree feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Performance ratings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Competency-based assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Personality assessments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Simulations/Role-play exercises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Values inventories	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Cognitive tests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Leadership style inventories	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Behavioral interviews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Career Interest Inventory (e.g., customized job fit, culture fit measures)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Other (please describe): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. What is the composition of your total high potential pool? *(please round to the nearest whole number)*

Gender	Age	Average Tenure
____ % Male	____ % Ages 25–30	<input type="checkbox"/> Less than 1 year
____ % Female	____ % Ages 31–40	<input type="checkbox"/> 1–5 years
	____ % Ages 41–50	<input type="checkbox"/> 6–10 years
	____ % Ages 51–60	<input type="checkbox"/> 11–15 years
	____ % Ages 61 and older	<input type="checkbox"/> 16–20 years
100% Total	100% Total	<input type="checkbox"/> More than 20 years
<input type="checkbox"/> We do not track this	<input type="checkbox"/> We do not track this	<input type="checkbox"/> We do not track this

32. High potential (or equivalent) status:

a. Communication of Status	
Are others in the organization aware that a high potential classification exists?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are others in the organization aware of the responsibilities, opportunities, and expectations for high potentials?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are high potentials aware of their status?	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>(if no, skip to question 32b)</i>
Is this information communicated to them directly?	<input type="checkbox"/> Yes <input type="checkbox"/> No
b. Calibration of High Potential Pool	
Do you remove high potentials from the pool once they have been selected (as appropriate)?	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>(if no, skip to question 34)</i>
Is there movement in/out of the high potential pool when a high potential is promoted into a new role wherein he/she is no longer high potential for that role?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do individuals have to reestablish themselves as high potential when promoted to a new role?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the organization communicate to a person when he/she is no longer designated as high potential?	<input type="checkbox"/> Yes <input type="checkbox"/> No

33. On average, what percentage of high potentials (or equivalent) do you remove from the high potential list each year? _____% *(please round to the nearest whole number)* We do not track this

b. What type(s) of issues typically cause you to remove an individual from the high potential pool? *(check all that apply)*

- Performance has gone down
- Lack of aspiration to advance further
- Potential has been reevaluated
- Promotion to a more challenging role
- Other *(please describe)*: _____

34. On average, what percentage of high potentials (or equivalent) are added to the high potential list each year? _____ (replacement %) (round to the nearest whole number)
- We do not track this

E2. Metrics

35. Does your organization use specific metrics to evaluate the effectiveness of your high potential (or equivalent) program?

- Yes No (if no, skip to question 36)

- b. If yes, which of the following does your organization use **regularly** (e.g., at least 80% of the time) to measure the effectiveness of your high potential process, and which are the most effective?

Used Regularly <i>(check all that apply)</i>	Most Effective <i>(check up to three)</i>
<input type="checkbox"/> Performance ratings	<input type="checkbox"/>
<input type="checkbox"/> Promotion rate of high potentials	<input type="checkbox"/>
<input type="checkbox"/> Percentage of high potentials placed in senior management positions	<input type="checkbox"/>
<input type="checkbox"/> Percentage of high potentials who move into roles where they can make a large contribution	<input type="checkbox"/>
<input type="checkbox"/> Percentage of high potentials who are removed from the high potential list	<input type="checkbox"/>
<input type="checkbox"/> Turnover rate (e.g., percentage of high potentials who leave the organization)	<input type="checkbox"/>
<input type="checkbox"/> High potential employees developing other high potentials	<input type="checkbox"/>
<input type="checkbox"/> Diversity in high potential pool	<input type="checkbox"/>
<input type="checkbox"/> Engagement ratings of high potentials	<input type="checkbox"/>
<input type="checkbox"/> Other (please describe): _____	<input type="checkbox"/>

F. Recruiting and Onboarding

F1. Recruiting Future Leaders

36. How successful is your organization in attracting the quality leadership talent you need to thrive?

Not Successful	Somewhat Successful	Very Successful
1	2	3
4	5	

37. When recruiting high potential and/or leadership talent, where do your strongest recruits typically come from? (rank order from 1 to 3, with 1 being strongest resource to your organization)

- _____ Universities
- _____ Competitors
- _____ Other businesses/professions (noncompetitor)
- _____ Personal referrals (e.g., employees, colleagues, alumni, etc.)
- _____ Professional search firm
- _____ In-house executive search team
- _____ Online networking sites (e.g., LinkedIn, The Ladders)
- _____ Other (please describe): _____

38. Please rank the top three practices/conditions your organization could improve or change that would most help you attract the high quality leaders that you need. (rank order from 1 to 3, with 1 being most helpful if improved/changed)

- _____ Stronger Board support
- _____ Stronger CEO support
- _____ Stronger employment brand
- _____ Current geographic location(s)
- _____ Better rewards (e.g., compensation)
- _____ Better benefits (e.g., health care, retirement, perquisites)
- _____ Employee engagement
- _____ Better relationships with/utilization of recruiters
- _____ Clarity around career opportunities
- _____ Better developmental assignments
- _____ Flexible work environment
- _____ More opportunities for growth/advancement
- _____ Other (please describe): _____

F2. Sourcing

39. When filling new or open positions, what percentage of leaders do you source internally versus externally in an average year? (please round to the nearest whole number; total must equal 100%)

	Senior Management	Middle Management	Front Line Management	Other Critical Positions
Internal	_____ %	_____ %	_____ %	_____ %
External	_____ %	_____ %	_____ %	_____ %
We do not track this	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total	100%	100%	100%	100%

40. What is the average percentage of leaders who have left your organization, on an annual basis, over the past three years? *(please round to the nearest whole number)*

	Annual Voluntary Turnover	We do not track this	Annual Involuntary Turnover	We do not track this	Not Applicable
Senior management	____%	<input type="checkbox"/>	____%	<input type="checkbox"/>	
Middle management	____%	<input type="checkbox"/>	____%	<input type="checkbox"/>	
Front line management	____%	<input type="checkbox"/>	____%	<input type="checkbox"/>	
High potentials (or equivalent)	____%	<input type="checkbox"/>	____%	<input type="checkbox"/>	<input type="checkbox"/>
Other critical positions	____%	<input type="checkbox"/>	____%	<input type="checkbox"/>	<input type="checkbox"/>

b. If your organization experienced unusual turnover in the last year, please describe the circumstances:

41. Which of the following selection processes or tools does your organization use **regularly** (at least 80% of the time) to hire or promote candidates to leadership roles? For those selection tools you use, please select which are the most effective.

Used Regularly <i>(check all that apply)</i>		Most Effective <i>(check up to three)</i>
<input type="checkbox"/>	Personality assessments [Name of instrument(s)_____]	<input type="checkbox"/>
<input type="checkbox"/>	Simulations/Role-play exercises	<input type="checkbox"/>
<input type="checkbox"/>	Values inventories	<input type="checkbox"/>
<input type="checkbox"/>	Cognitive tests	<input type="checkbox"/>
<input type="checkbox"/>	Leadership-style inventories	<input type="checkbox"/>
<input type="checkbox"/>	Behavioral interviews	<input type="checkbox"/>
<input type="checkbox"/>	Career Interest Inventories (e.g., customized job fit, culture fit measures)	<input type="checkbox"/>
<input type="checkbox"/>	Other <i>(please describe)</i> : _____	<input type="checkbox"/>
<input type="checkbox"/>	We do not have this practice	

F3. Onboarding

42. Do you have a process for onboarding leaders: *(check all that apply)*

- Yes** **No**
- (if no, skip to question 43)* Entering to a new role within the organization
- (if no, skip to question 43)* New to the organization

b. If yes, which of the following practices does this include? *(check all that apply)*

New to Role	New to Organization		If yes, how effective are these practices in preparing a leader for his/her new role?				
			Not Effective	Somewhat Effective	Very Effective		
<input type="checkbox"/>	<input type="checkbox"/>	Facilitated assimilation meetings with team	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Action plans (e.g., time limited)	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Coaching/mentoring	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Expectation setting (e.g., clear expectations in terms of work, behavior, polices and procedures)	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Rotational assignments	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Transition plan (e.g., meeting with incumbent to discuss role requirements, team culture, workload)	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	In-depth culture training/orientation	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Site visits	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Planned developmental experiences	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Formal training program(s)	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	Other <i>(please describe)</i> : _____	1	2	3	4	5

43. How long is your typical onboarding process? _____ *(please round to the nearest whole number of months)* We do not track this

44. Do you formally measure the effectiveness of your onboarding process?

- Yes No (if no, skip to question 45)

b. If yes, how often does your organization use any of the following to measure the effectiveness of the onboarding process?

	Never	1	2	Some of the Time	3	4	Always	5
Performance rating after _____ months	1	2	3	4	5			
Participant feedback	1	2	3	4	5			
Retention rate of newly promoted leaders	1	2	3	4	5			
Engagement score/survey score within first 12 months	1	2	3	4	5			
Ability to make contributions after _____ months	1	2	3	4	5			
Other (please describe): _____	1	2	3	4	5			

G. Leadership and High Potential Development

G1. Assessment

45. Which of the following selection assessment tools does your organization use **regularly** (at least 80% of the time) to assess leaders for development? For those assessment tools you use, please select which are the most effective.

Used Regularly (check all that apply)	Most Effective (check up to three)
<input type="checkbox"/> 360 degree feedback	<input type="checkbox"/>
<input type="checkbox"/> Performance ratings	<input type="checkbox"/>
<input type="checkbox"/> Competency-based assessment	<input type="checkbox"/>
<input type="checkbox"/> Personality assessments [Name of instrument(s): _____]	<input type="checkbox"/>
<input type="checkbox"/> Simulations/Role-play exercises	<input type="checkbox"/>
<input type="checkbox"/> Values inventories	<input type="checkbox"/>
<input type="checkbox"/> Cognitive tests	<input type="checkbox"/>
<input type="checkbox"/> Leadership-style inventories	<input type="checkbox"/>
<input type="checkbox"/> Behavioral interviews	<input type="checkbox"/>
<input type="checkbox"/> Career Interest Inventories (e.g., customized job fit, culture fit measures)	<input type="checkbox"/>
<input type="checkbox"/> Other (please describe): _____	<input type="checkbox"/>
<input type="checkbox"/> We do not have this practice	

46. In your experience, which are the top three most important factors in determining strong leadership performance? (rank order from 1 to 3, with 1 being most important)

- _____ Customer assessment or feedback
- _____ Peer feedback
- _____ Employee feedback
- _____ Manager feedback
- _____ Achieving objectives
- _____ Financial performance
- _____ Demonstrating company mission and values
- _____ Developing others/generating talent
- _____ How results are achieved
- _____ Employee engagement
- _____ Other (please describe): _____

G2. Development Through Education

47. Does your organization have formal processes to educate and develop leaders at the following levels?

Yes	No	Leader Group
<input type="checkbox"/>	<input type="checkbox"/>	Senior management
<input type="checkbox"/>	<input type="checkbox"/>	Middle management
<input type="checkbox"/>	<input type="checkbox"/>	Front line management
<input type="checkbox"/>	<input type="checkbox"/>	High potentials
<input type="checkbox"/>	<input type="checkbox"/>	Other critical positions

48. On average, how many days of education do leaders receive on an annual basis? (check one response per row)

	0 Days	1-3 Days	4-5 Days	6-7 Days	8-10 Days	More Than 10 Days
Senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Middle management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Front line management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High potentials (or equivalent)—VP and above	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High potentials (or equivalent)—Below VP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other critical positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

49. Which of the following groups **regularly** (e.g., at least 80% of the time) receive the following leadership education practices? For those selected, please rank the top three most effective practices overall. (rank order 1 to 3, with 1 being most effective)

	Senior Management	Middle Management	Front Line Management	High Potentials	Other Critical Positions	Rank
Customized leadership training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Vendor-provided leadership training (e.g., off the shelf)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Customized e-learning programs available online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Vendor-provided e-learning programs available online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Executive education courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
External degree programs (e.g., executive MBA programs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Simulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Case studies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Leaders as teachers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
External perspectives included in curriculum (customers' needs, analyst reports)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Customized training program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

G3. Development Opportunities

50. Which of the following groups **regularly** (e.g., at least 80% of the time) receive the following leadership development practices? For those selected, please rank the top three most effective practices overall. (rank order 1 to 3, with 1 being most effective)

	Senior Management	Middle Management	Front Line Management	High Potentials	Other Critical Positions	Rank
Assignment-Based						
Developmental assignments <i>(job assignments matched to specific development needs of leaders)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Rotational assignments <i>(formal process to move leaders through a series of functions, departments, or regions on a set time schedule)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Global assignments <i>(job assignments specifically intended to build global management capabilities)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Special projects/teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
First opportunity to move into key positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Relationship-Based						
Coaching—external provider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Coaching—internal provider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Greater exposure and visibility to Board of Directors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Exposure and visibility to CEO/senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Structured opportunities for peer networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Mentoring—internal provider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Mentoring—external provider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Shadowing senior executives (e.g., observations, employee exchange)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Access to senior leadership meetings (e.g., strategic planning, board)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Community Involvement						
Service on nonprofit Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Corporate philanthropy exercises (e.g., running fundraiser, project management for relief effort)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Special assignments directly related to corporate social responsibility strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

51. How does your organization typically deliver leadership development?

		Which delivery vehicle yields the most effective results (check only one)
___%	On-the-job or experiential	<input type="checkbox"/>
___%	Classroom-based development (in-person)	<input type="checkbox"/>
___%	Technology-based development (online, virtual training conferencing, video gaming)	<input type="checkbox"/>
___%	Off-sites (executive education or special programs)	<input type="checkbox"/>
100% Total		

52. Please rank the top three challenges your organization faces in developing leadership talent. (*rank order from 1 to 3, with 1 being the most challenging*)

- | | | | |
|-----|---|-----|---|
| ___ | Lack of know-how and experience in developing leaders | ___ | Limitations in geographic mobility |
| ___ | No development plans created | ___ | Unwillingness to move within/across geographies |
| ___ | Development plan not actively managed | ___ | Language barriers |
| ___ | Fear of losing developed talent to competitors | ___ | Ineffective metrics to assess effectiveness |
| ___ | Lack of accountability for developing leaders | ___ | Lack of leadership commitment |
| ___ | Inconsistent execution of programs and practices | ___ | Work-life balance |
| ___ | Difficulty moving talent across functions | ___ | Other (<i>please describe</i>): _____ |

G4. Metrics

53. Does your organization use specific metrics to evaluate the effectiveness of your leadership development process?

- Yes No (if no, skip to question 54)

b. If yes, which of the following does your organization use **regularly** (e.g., at least 80% of the time) to measure the effectiveness of your leadership development process, and which are the most effective?

Used Regularly <i>(check all that apply)</i>	Most Effective <i>(check up to three)</i>
<input type="checkbox"/> Number of days in training	<input type="checkbox"/>
<input type="checkbox"/> Learning and development spent per employee	<input type="checkbox"/>
<input type="checkbox"/> Learning and development hours per employee	<input type="checkbox"/>
<input type="checkbox"/> Participation rate in development activities	<input type="checkbox"/>
<input type="checkbox"/> Participant evaluation of learning programs	<input type="checkbox"/>
<input type="checkbox"/> Assess the amount of learning that has occurred	<input type="checkbox"/>
<input type="checkbox"/> Evaluation of changes in leaders' behaviors	<input type="checkbox"/>
<input type="checkbox"/> Feedback from leaders/high potentials	<input type="checkbox"/>
<input type="checkbox"/> Improved business results (e.g., quality, costs, sales)	<input type="checkbox"/>
<input type="checkbox"/> Return on Investment (ROI)	<input type="checkbox"/>
<input type="checkbox"/> Increased depth in leadership pipeline	<input type="checkbox"/>
<input type="checkbox"/> Increased readiness to advance	<input type="checkbox"/>
<input type="checkbox"/> Increased retention among leaders	<input type="checkbox"/>
<input type="checkbox"/> Increased attraction of external high potentials	<input type="checkbox"/>
<input type="checkbox"/> Movement of talent across function, business, or geography	<input type="checkbox"/>
<input type="checkbox"/> High engagement scores	<input type="checkbox"/>
<input type="checkbox"/> Other (please describe): _____	<input type="checkbox"/>

H. Compensation and Rewards

54. Please indicate the top three objectives your organization hopes to achieve through your compensation plan and the degree to which you accomplished each objective. (rank order from 1 to 3 with 1 being the primary objective)

	Rank	Not Achieved	Partially Achieved	Fully Achieved	Exceeded
Increase revenue/sales	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase cash flow	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce costs	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase share price/shareholder value	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase EVA or CVA	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shift compensation expenses from fixed to variable	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase productivity	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve quality	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please describe): _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

55. Does your organization hold leaders accountable, through compensation, for developing their direct reports?

Yes No (if no, skip to question 56)

b. If yes, on average, what percentage of annual incentive at each level is tied to this development?

	None— 0%	1%— 10%	11%— 20%	21%— 25%	26% or higher	We do not track this
Senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Middle management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Front line management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c. Which of the following does your organization use to assess whether the development occurred? (check all that apply)

- Movement of talent
- 360 degree feedback
- Engagement scores of direct reports
- Leader scorecard (please describe): _____
- Other (please describe): _____

56. Does your organization clearly differentiate pay based on: *(check only one)*

- Performance
- Potential
- Both performance and potential
- Not applicable—we do not differentiate pay *(skip to question 57)*

b. Please check all types of reward vehicles used to differentiate pay.

- | | |
|--|--|
| <input type="checkbox"/> Base pay | <input type="checkbox"/> Long-term incentive plans |
| <input type="checkbox"/> Annual incentive | <input type="checkbox"/> Restricted stock/RSUs |
| <input type="checkbox"/> Stock options | <input type="checkbox"/> Recognition award (e.g., nonmonetary) |
| <input type="checkbox"/> Spot bonuses | <input type="checkbox"/> Other rewards <i>(please describe)</i> : _____ |
| <input type="checkbox"/> Employee perquisites (e.g., travel allowance, company car, corporate plane) | <input type="checkbox"/> Other benefits <i>(please describe)</i> : _____ |

57. Does your organization use special “one-time” equity grants to retain high performing/high potential leaders?

- Yes
- No *(if no, skip to question 58)*

b. If yes, please check all types used.

- | | |
|--|---|
| <input type="checkbox"/> Restricted stock/RSUs | <input type="checkbox"/> _____ % of salary (e.g., 200%) |
| <input type="checkbox"/> Stock options | <input type="checkbox"/> Other <i>(please describe)</i> : _____ |
| <input type="checkbox"/> Spot bonuses | |

58. Does your compensation plan include formal provisions for higher pay for high potential (or equivalent) talent, as compared to other talent in the organization?

- Yes No (if no, skip to question 59)

b. If so, please indicate the percentile at which you target high potential pay at the following levels:

	Less Than 25 th Percentile	25 th –50 th Percentile	50 th Percentile	50 th –75 th Percentile	Above 75 th Percentile	Not Applicable
Senior Management						
Base pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annual incentive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term incentive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Middle Management						
Base pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annual incentive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term incentive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Front Line Management						
Base pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annual incentive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term incentive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Critical Positions						
Base pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annual incentive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term incentive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

59. How do you plan to reward key contributors (i.e., high potential and high performers) in case your variable pay funding is substantially below target? (check all that apply)

	Percentage of employees considered for special treatment (% of total employee population)	Expected average award size (% of salary (e.g., 200%))	We do not have this practice
<input type="checkbox"/> Create supplemental discretionary incentive pool for high-performing employees	_____%	_____%	<input type="checkbox"/>
<input type="checkbox"/> Grant discretionary restricted stock and/or stock options to high-performing employees	_____%	_____%	<input type="checkbox"/>
<input type="checkbox"/> Offer retention bonuses for specified period of employment	_____%	_____%	<input type="checkbox"/>
<input type="checkbox"/> Higher base salary increases for 2011	_____%	_____%	<input type="checkbox"/>
<input type="checkbox"/> Provide additional learning and development opportunities to high-performing employees	_____%	_____%	<input type="checkbox"/>
<input type="checkbox"/> Other (please describe): _____	_____%	_____%	

60. To what extent do you truly differentiate pay between high potential and non-high potential employees?

Not Differentiated	Somewhat Differentiated	Highly Differentiated
1	2	3
4	5	

b. On average, how did the incentive payouts for high potentials compare to average payouts for non-high potential employees? (please round to the nearest whole number)
 _____% higher than average payout We do not track this

61. In practice, how effective is your organization in utilizing compensation to reward high potentials, leaders, and other critical talent?

	Not Effective	Somewhat Effective	Very Effective	Not Applicable		
Leaders	1	2	3	4	5	
High potentials	1	2	3	4	5	<input type="checkbox"/>
Other critical talent	1	2	3	4	5	<input type="checkbox"/>

I. Building External Reputation

62. How strong is your organization’s external reputation for leadership?

	Not Strong		Somewhat Strong		Very Strong
In our industry	1	2	3	4	5
In the regions where we operate	1	2	3	4	5
With our key investors/ owners	1	2	3	4	5
With our customers	1	2	3	4	5
With our employees	1	2	3	4	5

63. Does your organization intentionally build a reputation for strong leadership?

- Yes
- No (if no, skip to question 65)

b. If yes, to what extent do you agree with the following statements?

	Strongly Disagree		Neither Agree nor Disagree		Strongly Agree
We systematically communicate with internal and external stakeholders about our leadership investments and how they impact business results	1	2	3	4	5
We take advantage of high visibility opportunities to promote our leadership capability	1	2	3	4	5
We monitor how leaders achieve results and factor this into who gets promoted	1	2	3	4	5
Our senior executives act as role models to support what we want to be known for by external stakeholders	1	2	3	4	5

64. Which of the following does your organization use **regularly** (e.g., at least 80% of the time) to help with these efforts? Please select the top three elements your organization has found to be the most effective.

Used Regularly <i>(check all that apply)</i>	Most Effective <i>(check up to three)</i>	
<input type="checkbox"/>	Industry leadership roles	<input type="checkbox"/>
<input type="checkbox"/>	Work with public relations firms to build leadership reputation	<input type="checkbox"/>
<input type="checkbox"/>	Media coverage	<input type="checkbox"/>
<input type="checkbox"/>	Analyst coverage	<input type="checkbox"/>
<input type="checkbox"/>	Community involvement	<input type="checkbox"/>
<input type="checkbox"/>	Participation in benchmarking studies	<input type="checkbox"/>
<input type="checkbox"/>	Speeches or teaching at local universities	<input type="checkbox"/>
<input type="checkbox"/>	Conferences/professional speaking engagements	<input type="checkbox"/>
<input type="checkbox"/>	Targeted communication with investors	<input type="checkbox"/>
<input type="checkbox"/>	Targeted communication with key customers	<input type="checkbox"/>
<input type="checkbox"/>	Senior leadership acting as ambassadors (e.g., publicly demonstrating desired behaviors)	<input type="checkbox"/>
<input type="checkbox"/>	Other <i>(please describe)</i> : _____	<input type="checkbox"/>

J. Global Operations

65. To what extent is growth in emerging markets a primary focus for your organization in the next 1–3 years?

Not a Focus	Somewhat of a Focus			Significant Focus for our Organization
1	2	3	4	5

Note: If growth in emerging markets is not a focus for your organization, please skip to question 70.

J1. Sourcing

66. Does your organization have specific strategies for developing local market leaders?

Yes No (if no, skip to question 67)

b. If yes, what is the predominant strategy for sourcing senior leaders in your emerging markets?

	Local Talent	Expatriates (importing internal talent on a long-term assignment)	Glopats (individuals whose career is a series of international moves)
Current strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future strategy (1–3 years)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

67. When filling new or open emerging market positions (e.g., outside headquarters country), what percentage of leaders do you source internally versus externally in an average year? (please round to the nearest whole number; total must equal 100%)

	Senior Management	Middle Management	Front Line Management	Other Critical Positions
Internal	_____ %	_____ %	_____ %	_____ %
External	_____ %	_____ %	_____ %	_____ %
We do not track this	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total	100%	100%	100%	100%

68. Which of the following talent practices does your organization use **regularly** (e.g., at least 80% of the time) within emerging markets? Please select the top three elements your organization has found to be the most effective.

Used Regularly <i>(check all that apply)</i>	Most Effective <i>(check up to three)</i>	
<input type="checkbox"/>	Talent review embedded into business planning	<input type="checkbox"/>
<input type="checkbox"/>	Accelerated career path	<input type="checkbox"/>
<input type="checkbox"/>	Long-term compensation incentives	<input type="checkbox"/>
<input type="checkbox"/>	Above average market compensation	<input type="checkbox"/>
<input type="checkbox"/>	Above average benefits package	<input type="checkbox"/>
<input type="checkbox"/>	Job title advancement	<input type="checkbox"/>
<input type="checkbox"/>	Tuition reimbursement programs	<input type="checkbox"/>
<input type="checkbox"/>	Training and education programs	<input type="checkbox"/>
<input type="checkbox"/>	Stretch assignments	<input type="checkbox"/>
<input type="checkbox"/>	Job rotations	<input type="checkbox"/>
<input type="checkbox"/>	Mentoring	<input type="checkbox"/>
<input type="checkbox"/>	Coaching	<input type="checkbox"/>
<input type="checkbox"/>	Exposure to senior leadership	<input type="checkbox"/>
<input type="checkbox"/>	Engagement	<input type="checkbox"/>
<input type="checkbox"/>	Infrastructure to facilitate talent mobility	<input type="checkbox"/>
<input type="checkbox"/>	Corporate reputation/brand	<input type="checkbox"/>
<input type="checkbox"/>	Corporate Social Responsibility (improving local infrastructure, community efforts, environmentally sound practices—"going green," etc.)	<input type="checkbox"/>
<input type="checkbox"/>	Other <i>(please describe)</i> : _____	<input type="checkbox"/>

J2. Metrics

69. Does your organization have specific criteria to measure the overall effectiveness in achieving your growth objectives in emerging markets?

- Yes No (if no, skip to question 70)

b. Which of the following does your organization use **regularly** (e.g., at least 80% of the time) to measure progress, and which are the most effective in evaluating success?

Used Regularly <i>(check all that apply)</i>	Most Effective <i>(check up to three)</i>
<input type="checkbox"/> Achieving overall financial results	<input type="checkbox"/>
<input type="checkbox"/> Meeting financial goals for growth (e.g., sales)	<input type="checkbox"/>
<input type="checkbox"/> Meeting financial goals for return (e.g., ROE, ROI)	<input type="checkbox"/>
<input type="checkbox"/> External recognition (e.g., investor, media) and perception of the leader's ability to deliver results	<input type="checkbox"/>
<input type="checkbox"/> Analyst ratings	<input type="checkbox"/>
<input type="checkbox"/> Customer satisfaction	<input type="checkbox"/>
<input type="checkbox"/> Strength of leadership pipeline	<input type="checkbox"/>
<input type="checkbox"/> Diversity within leadership pipeline	<input type="checkbox"/>
<input type="checkbox"/> Engagement of leaders (e.g., survey results/score)	<input type="checkbox"/>
<input type="checkbox"/> Employee engagement (e.g., survey results/score)	<input type="checkbox"/>
<input type="checkbox"/> Promotion rate of leaders	<input type="checkbox"/>
<input type="checkbox"/> Community impact	<input type="checkbox"/>
<input type="checkbox"/> Retention of leaders	<input type="checkbox"/>
<input type="checkbox"/> Retention of high potential/critical talent	<input type="checkbox"/>
<input type="checkbox"/> Other <i>(please describe)</i> : _____	<input type="checkbox"/>

K. Organizational Information

70. What was the most innovative solution your organization implemented over the last 18 months? How did you implement the practice and measure its impact?

71. In what area(s) does your organization most need to improve in terms of leadership?

72. What additional information do you want us to know about your organization's leadership practices?

L. General Information

Name: _____

Title: _____

Company: _____

Street Address: _____

City, State, Zip Code: _____

Country: _____

Telephone: _____ Fax: _____

E-mail Address: _____

Or, if you prefer, attach your business card

Location of company headquarters: _____

Same address as above

Street Address: _____

City, State, Zip Code: _____

Country: _____

Are you the most senior HR or Leadership Development leader in your organization? Yes No

If not, please list the name and title of the most senior person:

Who else in your organization should receive a copy of this research brief?

Name: _____

Title: _____

Street Address: _____

City, State, Zip Code: _____

E-mail Address: _____