

Research Highlights—Asia Pacific

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 stabilizing cash and debt positions and balancing immediate cost pressures with top-line growth. With the recovery still 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 favor 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 organizational 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 program in place or 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 organizations, 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 behavior they expect of others—they are dedicated to the development of talent and building a pipeline of leaders.</p>	<p>Practical and aligned programs and practices. Leadership strategies need to clearly reflect the overall business strategy. At Top Companies, leadership programs and practices are closely aligned with business goals. These programs are practical, relevant, and easily executable.</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 organization. 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 institutionalized 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’s 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 organizations to think smartly about what really matters when it comes to leadership. Beyond the four disciplines, the 2009 Global Top Companies are characterized 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. Organizations that excel at leader building gain an edge over their competition because they enjoy a surplus of engaged leadership talent 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 realizing that no matter what business they’re 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” programs 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 organization does.

Disciplined Execution of the Fundamentals

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

With a deep commitment to development and a rigorous focus on key processes, Top Companies are developing the next generation of leaders needed to grow and sustain their organizations. 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 isn't only found in an organization's high-potential pool, however. More and more, leading companies are recognizing 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 Asia Pacific Highlights

As the fastest growing region in the world, Asia understands the need for capable and inspired leadership. From our *Top Companies for Leaders Study*, we know that sustaining a robust leadership pipeline continues to be a top priority for many organizations. Furthermore, as the region rebounds from the global downturn, the need for leaders to manage this recovery and drive sustained growth becomes even more acute.

It comes as no surprise then, that the Asia Pacific Top Companies are well positioned for the challenges ahead. These leading organizations—with a mix of focus, diligence, and innovation—are not shying away from their leadership agendas amid the complexities of the “new” economy. They recognize that building top leaders requires a long-term commitment, and cannot be derailed by short-term distractions. Of course, the times require more careful and selective investment on leadership initiatives. For the Asia Pacific region, much of the focus is in developing and preparing the next generation of leaders through smart selection, talent planning, and accelerated and relevant development opportunities.

Getting Selection Right

The Asia Pacific Top Companies are more intentional in who they hire; having specific leader selection strategies directly tied to business strategy. All of the Top Companies in Asia Pacific have a specific strategy for selecting leaders from within the organization, compared to 89 percent of all other Asia Pacific companies. Similarly, all the Top Companies have a specific strategy for selecting leaders from outside the organization, compared to 70 percent of all other Asia Pacific companies.

“The business imperative is to grow very fast, therefore we need to develop leadership capability at all levels and ensure that we have the right people for the right roles.”

Top Company Executive

The Asia Pacific Top Companies consistently select and prepare leaders up and down the ranks and across geographies, further reinforcing the link to leadership goals. It may seem simple and straightforward, yet less than 80 percent of all other Asia Pacific companies explicitly tie leader assessment, selection, and development strategies to leadership goals.

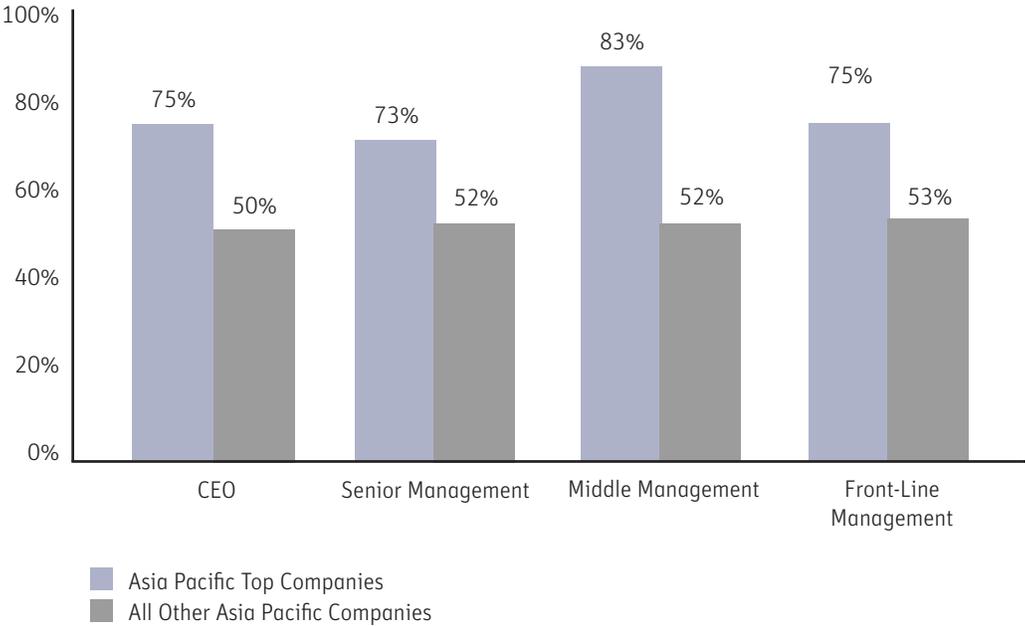
Tying Leadership Strategies to Goals

Link/Explicitly Link:	Asia Pacific Top Companies	All Other Asia Pacific Companies
Selecting leaders from within the organization	100%	70%
Selecting leaders from outside the organization	75%	65%
Assessing leaders	100%	66%
Developing leaders	100%	70%

Focusing on the Future

The Asia Pacific Top Companies clearly define which jobs are critical to the success of the organization, and express greater confidence in the depth and quality of talent pipelines. In fact, all of the Top Companies in Asia Pacific report having a sufficient talent pipeline to be successful in the future, compared to just 50 percent of all other Asia Pacific companies. Rigorous assessment, relevant development, and clear and frequent communication result in pipeline depth.

Sufficient Talent Pipeline for Future Success



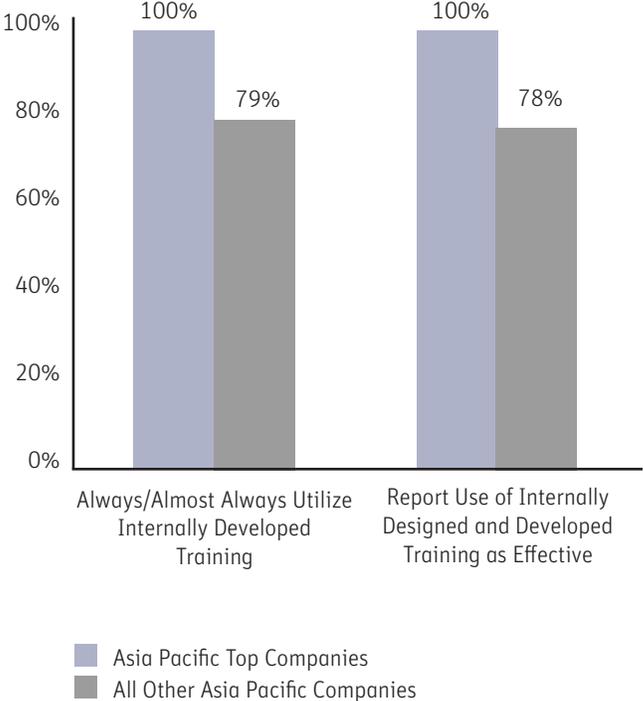
Among the factors most commonly cited by all other Asia Pacific companies for impeding the ability to build robust pipelines were lack of resources, lack of required skills/experiences among existing employees, and insufficient mentoring programs. That is not to say that the Asia Pacific Top Companies don't grapple with these issues, as many do to some extent. Rather, it highlights the importance of clearly defining and articulating the most critical skills and experiences for current and future success and providing the right programs, practices, and metrics to support their development and execution.

Meaningful Development Through Experience and Exposure

The development needs of leaders and critical talent are at the forefront of the Asia Pacific Top Companies’ strategies from day one. Sounds simple doesn’t it? Yet many companies still adhere to informal or fragmented development efforts. Others focus on a few “corporate driven” programs or practices with little thought to their application for specific roles or markets. The Asia Pacific Top Companies do this differently.

We find that two things clearly distinguish the Asia Pacific Top Companies from the rest when it comes to development. One is their attention to specific developmental needs of individuals. This individual need is coupled with the overall corporate agenda to produce strong leaders. The speed at which the Top Companies in Asia Pacific develop their high potential and critical talent is the second differentiator. The Top Companies accelerate the development of their key talent through experience (e.g., action learning projects, rotations), exposure (to senior leaders, Board of Directors), and through customized developmental programs. The aim is to move leaders and emerging leaders quickly, but effectively through a portfolio of development opportunities. In 2009, the Asia Pacific Top Companies are significantly more likely to utilize internally designed and delivered leadership training programs for leader development and to rate them as effective/highly effective.

Use and Effectiveness of Internally Designed and Delivered Training



Ultimately, the portfolio of developmental approaches among the Asia Pacific Top Companies varies—some are driven by specific business needs, while others are based upon organizational parameters. Yet all emphasize the importance of investing in leadership development and having the will and commitment to make it happen. In fact, all of the Top Companies in Asia Pacific use specific metrics to evaluate the effectiveness of their leadership development processes, as compared to just over half (53 percent) of all other Asia Pacific companies. The Asia Pacific Top Companies not only measure the effectiveness of their programs, but also use this information to continually improve their programs.

“A crucial component in developing leaders involves the opportunities the organisation gives to leaders, allowing them to prove themselves.”

Top Company Executive

Building a Brand for Leadership

For leading companies, building an external reputation for attracting and developing strong leadership is vital to long-term success. Ninety-two percent of Top Companies in Asia Pacific, compared to just over 38 percent of all other Asia Pacific companies, report being very intentional in their efforts to build a reputation for strong leadership. They recognize 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, in Asia Pacific Top Companies.

As a core component of their leadership brand, the Asia Pacific Top Companies are using Corporate Social Responsibility (CSR) to win the war for talent, advance their leadership agendas, and drive business growth. More specifically, leading companies have discovered that CSR directly helps them to attract, develop, and inspire leaders—at a time when concerns for social responsibility, ethics, 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.

Corporate Social Responsibility is a Significant Component

	Asia Pacific Top Companies	All Other Asia Pacific Companies
Organizational Culture	100%	62%
Corporate Brand	100%	65%
Leadership Brand	91%	42%

Raising the Bar

The Asia Pacific Top Companies continue to raise the bar when it comes to attracting, developing, and retaining leaders. With clear objectives, senior leadership commitment, rigorous measurement, and relevant programs and practices, they continue to meet the challenges of the new economic environment head-on. Some could argue they have little choice. With the growth expectations and dearth of ready-now leaders in the region, most companies see the urgency. The Asia Pacific Top Companies are the ones who are taking action—more deliberately, strategically and faster than others.

“The CEO is also an advocate of giving leaders a chance AHEAD of their time. It’s like throwing a baby into the deep water, but he was always there to ensure we don’t sink.”

Top Company Executive

2009 Asia Pacific Top Companies for Leaders

1. ICICI Bank Ltd.	India
2. China Mobile Communications Group Shanghai Co. Ltd.	China
3. TCL Corporation	China
4. Hindustan Unilever Ltd.	India
5. Olam International	Singapore
6. Aditya Birla Group	India
7. Lion Nathan Ltd.	Australia
8. Infosys Technologies Ltd.	India
9. The New Zealand Refining Co. Ltd.	New Zealand
10. Wipro Ltd.	India
11. TrustPower Ltd.	New Zealand
12. British American Tobacco (M) Bhd	Malaysia

Special Recognition: Companies to Watch

Commonwealth Bank of Australia	Australia
HCL Technologies	India
Singapore Prison Service	Singapore

During the Asia Pacific Top Companies for Leaders judging session, a small number of companies began to emerge as **companies to watch**. These were organizations that distinguished themselves in their progress, commitment, and innovation in delivering on the leadership agenda. While they may not be top companies in every leadership category, they are clearly on the move. Some **companies to watch**, for example, went above and beyond to strengthen their leadership practices; others focused on building leadership capability to overcome major organizational challenges. In all cases, the efforts and impact made a difference. For that, the judges’ panel created a special recognition category to highlight their achievements to date and to encourage their continued efforts.

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

Asia Pacific Judges' Panel

Dr. Roger Collins is Professor Emeritus at the University of NSW. He is currently a visiting professor at the University of Cambridge and the Macquarie Graduate School of Management where he contributes to executive and in-company programs. Dr. Collins is Chairman of the national accounting firm Grant Thornton. His experience spans the private sector in professional service organizations, utilities, and the financial services, high technology, airline, computer, and communications industries. His clients include Blake Dawson, Westfield, Freehills, Saudi Aramco, Cadbury Schweppes, Dupont, Mallesons, Wesfarmers and Tenix.

Dr. Gita Piramal is chairman of BP Ergo, India's premier office furniture maker, and founding editor of *The Smart Manager*, India's first world class management magazine. India's foremost business writer, Gita's major works include *Business Maharajas* and *Business Legends*, both of which remain best sellers today, several years after they were written. She co-authored two books, *Managing Radical Change* and *World Class in India*, with the late Euroguru Sumantra Ghoshal. Both books won the Delhi Management Association awards for their contribution to management thinking. Gita is also a member of the Asia Global Advisory Board of London Business School, London; of the Advisory Board of the All India Management Association, New Delhi; and of the Advisory Council, H R College of Commerce & Economics, Mumbai.

Kathleen Slaughter—*See Global Judges' Panel*

Research Partners

Hewitt Associates (NYSE: HEW) provides leading organizations 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 utilized 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 organizations 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 recognized 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 Organization

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