

LEADERSHIP Excellence

Warren Bennis



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"Leadership Excellence is an exceptional way to learn and then apply the best and latest ideas in the field of leadership."

—WARREN BENNIS, AUTHOR AND
USC PROFESSOR OF MANAGEMENT

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The Leadership 500

What are the best LD programs?



by Ken Shelton

THIS YEAR WE HAVE EXPANDED our listing and ranking of *top leadership development programs* (LDPs) in two ways:

First, we increased the number of programs ranked this year, more than doubling the number listed last year—from about 220 to 500—after considering over 1,000 LDPs.

Second, we added the names of the program directors, since recognizing the company for excellence in leadership development without recognizing the program director is like recognizing a university for excellence in their football program without recognizing the coach, or recognizing a film without recognizing its director.

We find that the quality of the LD program is directly related to the quality of the current program leadership—usually a team of two or more people responsible for the design, delivery and impact of the program.

Also new this year is our listing and ranking of the *50 best practices* in LD. This, too, is a chance to learn from the best to improve your program or process for developing leaders.

Since this *Leadership 500* listing is too long to include in my *Editor's Note*, we have attached it as a four-page *Special Supplement* to this October issue.

October LLM on Sustainability

Announced last month as new to *Leadership Excellence* this year is the creation of a monthly *Leadership Learning Module* on one of the hot items on the leader's agenda. September's module, the first, focused on *Engagement*. This month's module focuses on *Sustainability*. I encourage you to open the *Supplement*, take the *Pre-assessment*, assign people to read and report on the *Selected Articles*, and then discuss *Applications* to boost the *Sustainability* of your organization or enterprise.

Speaking of sustainability, I received Brandlogic and CRD Analytics new report on *corporate sustainability*. It's the first-ever quantitative measure of the potential gap between perception and reality of 100 leading corporations on key *environmental, social, and governance* (ESG) factors. Sustainability is more than *green*, and Brandlogic's *Sustainability Leadership Report* factors this in! I

think that you will find this report interesting as it reveals *who*, within ESG factors, has unrealized opportunities and who may be at risk? You can determine where you stand within the *Sustainability IQ Matrix*. To access and download the report, email Doreen Clark for Brandlogic at Doreen@kohnstamm.com or call (651) 789-1269.

Also, the Governance & Accountability Institute has announced the addition of 13 new ESG/Sustainability profiles on its web platform, SustainabilityHQ. CEO Hank Boerner said: "Growing investor interest in sustainability topics has spurred the growth of new ESG tools and resources." For more information, email info@ga-institute.com or visit www.sustainabilityhq.com.

The
Leadership
500

October is Conference Month

Of the many *leadership conferences* held in October, I'll be attending two of the best: the Linkage GILD (www.Linkage-GILD.com) in Palm Desert, California, and the CLO Symposium (CLOsymposium.com) in Laguna Niguel, California. I've included many of the speakers at these events in this issue of LE.

Some Executives Refuse Coaching

As many as one-in-three individuals refuse the *executive coaching* their employer offers, according to a survey of senior managers and executives at 230 organizations conducted by AMA Enterprise. Two-thirds of employees seldom or never decline the coaching offered, reinforcing the popularity of coaching used in the mix of initiatives deployed for LD. "A coaching engagement needs to be handled with tact," said Sandi Edwards, SVP at AMA Enterprise. "Coaching is increasingly recognized as a *perquisite* earned by high-potential managers. Today it is more about development than remedying problems, and smart self-starters have come to see *coaching* as *key to their advancement*. As long as the objectives for the initiative are transparent for all involved, most coaching assignments are well-received."

The survey also found that people often ask for coaching support. "People are twice as likely to request coaching as refuse it," said Edwards. Contacts: Arlene Bein, abein@amanet.org or Phil Ryan, pgryan@aol.com. LE

Ken Shelton
Editor since 1984

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Executive Excellence Publishing:

Ken Shelton, CEO, Editor-in-Chief
Sean Beck, Circulation Manager

Contributing Editors:

Chip Bell, Warren Bennis, Dianna Booher, Kevin Cashman, Marshall Goldsmith, Howard Guttman, Jim Kouzes, Jim Loehr, Tom Peters, Norm Smallwood

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For additional information on artwork by Frank McCarthy, please contact: Greenwich Workshop
151 Main Street
Saymour, CT 06483
1-800-243-4246
www.greenwichworkshop.com

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