

Using Experience to Develop Leadership Talent

**How Organizations Leverage
On-the-Job Development**

Cynthia D. McCauley

Morgan W. McCall, Jr.

Editors

Forewords by Allan I. Kraut, Moheet Nagrath,
and Inge G. Thulin

JOSSEY-BASS™
A Wiley Brand

Contents

List of Figures, Tables, and Exhibits	xiii
Foreword: Series Editor Allen I. Kraut	xvii
Foreword: A Senior HR Executive Perspective Moheet Nagrath	xxi
Foreword: A Senior Line Executive Perspective Inge G. Thulin	xxv
Acknowledgements	xxvii
The Editors	xxix
The Contributors	xxxi
Section I: Introduction	1
1 Experience-Driven Leadership Development: Surveying the Terrain	3
Morgan W. McCall, Jr., Cynthia D. McCauley	
Section II: Putting Experience at the Center of Talent Development Systems	17
2 Building Leadership Breadth at Eaton Corporation	19
Connie Wayne	
3 Developing a Pipeline of Internal Leadership Talent at 3M	42
Karen B. Paul, Cindy Johnson, Kathie Karls	
4 Developing Leaders at All Levels at Yum! Brands	64
J. Tim Galbraith, Jim Howard	

5	Experience-Based Development: Building a Foundation at Kelly Services	93
	Brad Borland, Terry Hauer, Laura Ann Preston-Dayne	
6	Leading from Where You Are: Driving On-the-Job Development into the Whole Organization	114
	Paul R. Yost	
Section III: Designing Job Experiences for Leader Development		137
7	A Project-Based Approach to Developing High-Potential Talent in the Tata Group	139
	Satish Pradhan, Radhakrishnan Nair, Asma Bagash	
8	Collaborative Leadership in the Intelligence Community: Joint Duty Program	162
	Elizabeth B. Kolmstetter	
9	Advancing Strategic Work and Accelerating Leadership Talent at GlaxoSmithKline	196
	Kim Lafferty, Steve Chapman	
10	Developing IBM Leaders through Socially Responsible Service Projects	213
	Vicki Flaherty, Mathian Osicki	
11	Using Part-Time Assignments to Broaden the Senior Leadership Pipeline at Genentech	236
	Nisha Advani	
12	An Indian Experience of Leader Development: The Fire of Experience and Krishna-Arjuna Coaching	258
	P.V. Bhide, Meena Surie Wilson, Rajeev Kakkar, Dilep Misra	
13	Virtual Reality and Leadership Development	286
	Randall W. Hill, Jr.	

Section IV: Maximizing Learning from Experience	313
14 Formal Development Enhances Learning from Experience at Microsoft	315
Lori Homer	
15 Experience-Based First-Line Manager Development at HEINEKEN	339
Mary Mannion Plunkett, Dagmar Daubner	
16 Turning Experience into Expertise: The Everyday Learning Disciplines for Leaders	363
Jeffrey J. McHenry, D. Douglas McKenna	
17 Catalytic Converters: How Exceptional Bosses Develop Leaders	404
Morgan W. McCall, Jr., Jeffrey J. McHenry	
Section V: Conclusion	431
18 Putting Experience at the Heart of Leader Development: Concluding Thoughts	433
Cynthia D. McCauley, Morgan W. McCall, Jr.	
Index	445