

LEADERSHIP Excellence

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Top 100 Leadership Development Programs Named

*Stop Wasting Money on Leadership Development
The Best Programs Have the Best Practices*

How effective is your leadership development? How does your program rate?

Provo, UT—In our well-intentioned efforts to develop leaders within our organizations, we waste a lot of precious time, money, and other resources. The good news is that the best organizations invest wisely by designing and delivering great programs for emerging and experienced leaders.

“Sadly, for many organizations, leadership development is just another wasted expense on a select group of so-called high potentials,” says Ken Shelton, editor for the past 22 years of Leadership Excellence, the magazine of leadership development.

“Worse, many people equate leadership development programs with expensive off-site trips, resorts and recreation. All too often the delivery of content and development of people is overshadowed by the entertainment aspects of the program.”

Shelton notes that he attends many of the top leadership conferences and events in the world each year and finds that many participants get very little of them. “The total cost per person to be in attendance can be as high as \$10,000, and yet many participants don’t even take notes of what is said. They make no attempt to capture content and have no intent of applying any of it to their work. And so, the ROI to the organization is zero.”

“Somehow,” says Shelton, “we think that we have to spend lots of money every year to entertain a select few people in the name of leadership development. Some American corporations are now spending over \$100 million a year on programs that have little payoff.”

Learn from the Best

More organizations today are creating custom programs to develop their own leaders—as opposed to simply buying the top graduates from the best schools, sending their people to public training programs, or relying exclusively on outside consultants, trainers, speakers and authors, continues Shelton. “But some leadership programs are much better than others. What makes for a great program and who are the best examples?”

More

To find out, again this year, Shelton surveyed about 600 U.S.-based organizations known for their excellence in developing leaders and rated them.

The ranking was based on seven criteria:

- **Vision/mission.** Are these statements meaningful to all participants and focused on outcomes that all stakeholders experience and appreciate? Are they linked to strategy?
- **Involvement/participation.** How broad and deep are the involvement and participation of people in the programs?
- **Accountability/measurement.** What ROI measurements are made and reported and to what degree is personal accountability for performance part of the program?
- **Content/curriculum.** How well designed is the program? How credible is the content? How relevant is the curriculum? To what degree is the program customized?
- **Presenters/presentations.** What are the qualifications of the presenters and how effective are their presentations? • How is the program delivered?
- **Take-home value/results for customers.** What do participants take away and apply to improve themselves, their families, their teams, and their volunteer work?
- **Outreach of the programs and products.** What is the impact of the program beyond the sponsoring organization? What difference has it made?

Based on the responses, interviews, site visits, and 22 years of publishing experience in this field, Shelton has issued a ranking of the 100 best Leadership Development programs in North America:

WINNERS	
<p>Small to midsize organizations (under 2,000)*</p> <ol style="list-style-type: none"> 1. Plante & Moran 2. Acuity (a Mutual Insurance Company) 3. Pacific Service Credit Union 4. InsureMe 5. Analytical Graphics 6. Genencor International 7. Nugget Markets 8. Republic Bancorp 9. The Container Store 10. John Wiley & Sons <p>*Many companies have impressive leadership development but lack formal programs</p> <p>Large organizations (over 2,000)</p> <ol style="list-style-type: none"> 1. Catepillar University 2. General Electric 3. Southwest Airlines 4. Jet Blue Airlines 5. Procter & Gamble 6. 3M 7. Capital One 8. McDonald's 9. Boeing 10. Disney Institute 11. Motorola University 12. Best Buy 13. Home Depot 14. Yahoo 15. Tie: Countrywide and Qualcomm <p>Education/universities/schools of management and business</p> <ol style="list-style-type: none"> 1. University of Michigan/Ross 2. Center for Public Leadership, JFK School of Government, Harvard University 3. University of Chicago/GSB Leadership Program 4. UCLA/Anderson 5. USC/Marshall CEO 6. Northwestern/Kellogg 7. Pennsylvania/Wharton 8. MIT/Sloan 9. Harvard Business School 	<p>Non-profit organizations</p> <ol style="list-style-type: none"> 1. HCI 2. ASTD 3. SHRM 4. ISPI 5. The Conference Board 6. Baptist Leadership Institute 7. Girl Scouts/Boy Scouts 8. Leader to Leader Institute 9. ASQ 10. NYC Leadership Academy 11. Berkana Institute 12. Manchester Bidwell 13. Carilion Health Systems 14. Healthcare Businesswomen 15. HR.com 16. LDS Church/BYU/Marriott 17. SoL 18. Leadership Wabash Valley 19. Griffen Hospital 20. Anasazi Foundation <p>Government/military</p> <ol style="list-style-type: none"> 1. Defense Acquisition University (DOD) 2. U.S. Air Force Academy 3. FBI Academy 4. U.S. Naval Academy/Seals 5. U.S. Marine Academy 6. U.S. Army/Westpoint 7. U.S. Army Rangers 8. Baldrige Award/ASQ 9. Tie: U.S. Coast Guard/U.S. National Guard 10. National Defense University
	<p>Independent consultants/trainers/coaches</p> <ol style="list-style-type: none"> 1. Zenger/Folkman 2. Marshall Goldsmith Partners 3. Marcus Buckingham 4. Jim Collins 5. Human Performance Institute 6. Maxcomm 7. Leadersource 8. Lebow Company 9. Synthesis Consulting 10. Tom Peters Company 11. Liminal Group 12. Guttman Development Strategies 13. McDargh Communications 14. Leadership Excellence 15. Interaction Associates <p>Large consulting groups</p> <ol style="list-style-type: none"> 1. Linkage/GILD 2. Results-Based Leadership 3. HSM/World Business Forum 4. Senn-Delaney Leadership 5. IQPC Corporate University 6. Vital Smarts 7. Accenture 8. Lee Hecht Harrison 9. Adizes Institute 10. Richard Chang & Associates 11. Vesna 12. Dialogos 13. Pacific Institute 14. FranklinCovey 15. Ken Blanchard Companies <p>We invite you to check our Web site, www.LeaderExcel.com, for more information on Best Leadership Development Programs and Practices. We will continue to bring you the best cases and practices. LE</p> <p style="text-align: right;"><i>Ken Shelton</i></p>

“These programs appear to deliver the best return on investment,” said Shelton. “Participants come in with clear expectations and come away with concrete applications and accountability for results. Their attitudes and behaviors change. They are better people as a result of their participation in the program. Their performance improves. They make their cultures and communities more attractive. They adopt an owner mindset, and become responsible for results.”

For example, at Motorola, Alejandro Reyes, director of leadership development, said. “For high potentials, we offer accelerated development; in effect, we want to provide them with a fast track. We feel that a great leadership development program always has great content at its core. We draw content from many highly credible sources and providers, and then we tailor it to our curriculum and culture and present it through our own certified trainers and coaches and some outside consultants.”

In such programs, said Shelton, results are tracked, measured, and reported. “The expectation is that every function will meet the same high standards. There are no double standards, sacred cows, exemptions, exceptions, or excuses—only excellence. The result is a squeaky-clean, cost-efficient, people-friendly, well-managed, customer-focused, best-in-class, award-winning, market-competitive, and employee-loved organization.”

Sadly, many leadership programs and other “people development” efforts miss the mark, waste resources, and become mired in vague, self-centered vision and mission statements. So, the question remains: Is leadership development worth the investment? “In the best programs, yes,” noted Shelton. “These programs are making even the best of the university MBA and executive education programs somewhat obsolete.”

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Visit www.LeaderExcel.com for more information on Best Leadership Development Programs and practices. Or please contact Ken Shelton by phone at 801-375-4060 or by email at kens@eep.com.

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