EXECUTIVE
SUMMARIES

Crisis Leadership

Ruth Palombo Weiss

In times of political and economic instability, it's crucial for leaders to have a well-reasoned strategic plan. And though there are few easy answers when dealing with crises, there are numerous ways to hold people together. From this article, you will learn what it takes to strengthen the horizontal bonds of identification and association, the vertical bonds of trust and authority, and the overriding bonds of shared trust, purpose, and values. In short, you'll learn how top leaders keep their companies from falling apart in times of great stress.

"In the best or worst of times, the way in which a leader functions has an enormous influence on the people in the company," writes Weiss. "Leaders need to demonstrate that even though these are tough times, the group can overcome the crisis."

For complete text, see page 28.
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E-Leadership:
A Two-Pronged Idea
Mary Lynn Pulley, Valerie Sessa, and Michelle Malloy

Technological advances are outpacing the ability of individuals and organizations to absorb them, creating a tremendous amount of instability and churning within the workplace.

In 2001, Xerox asked the Center for Creative Leadership to create a leadership development program that would address technological and change issues in a practical way. Xerox wanted to deploy leadership development more swiftly and keep the leadership pipeline filled with talented employees who could function effectively in a technologically driven marketplace.

The team began with the goals to improve leadership skills, morale, and retention; maximize efficiency of resources; and teach leaders how to function in an online environment.

What the authors learned was that e-leadership is inseparable from e-learning. Models of leadership must evolve to embrace changes brought about by technology. Their suggestions for e-leadership success? When starting a program, use initial face-to-face meetings and create communication strategies up front. Also be explicit about structure and logistics. Keep teams small. Emphasize giving and receiving feedback, with frequent checkpoints, and include a behavioral model that can be practiced face-to-face and online.

For complete text, see page 34.
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Turn Business Strategy Into Leadership Development
Paul R. Yost and Mary Mannion Plunkett

What you take away from a leadership workshop is useless unless it can survive the day-to-day challenges and crises of the working world. As difficult as that may be, the best executives and managers continue to improve their effectiveness and achieve their long-term goals despite daily hurdles.

Last year, the Boeing Leadership Center launched the Waypoint Project, a 10-year undertaking to track the careers of 120 executives and managers within the company. To begin, managers were asked to recount the moments in their careers that led to lasting changes in their approach to leadership. Without exception, those moments came when learning was a necessity—when they'd been pushed to the edge of their comfort zones.

How do you then convert those experiences into personal growth? Yost and Plunkett reveal the lessons learned in just the first year of this promising project.

For complete text, see page 48.
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EXECUTIVE SUMMARIES

Leadership Development for Small Organizations
Marshall Tarley

Marshall Tarley is a man on a mission: Get to the bottom of how GE develops such successful leaders. His search leads him to GE's famed Crotonville campus and GE's chief learning officer, Steve Kerr.

On a snowy February day, the two men sit down to talk about how GE develops leaders and to examine whether the same approach can be used in smaller companies.

What Tarley learns will help you shape your own leadership practices, regardless of company size.

For complete text, see page 52.
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Fourteen Leadership Traps
William C. Byham

Finding capable, hard-working people in middle management to fill executive positions isn't difficult, but finding someone with the desired skills and, more important, the breadth and depth of knowledge is. Byham has witnessed firsthand—in many organizations and *Fortune* 500 companies—the struggle that CEOs have had to face. Good intentions are easily undermined by critical errors, and traps abound.

Topping Byham's list of traps is the belief that a succession management system leads to success. That's just the beginning. Thirteen more traps on the list are just as thought provoking and will force you to reconsider the way you hire at the executive level.

For complete text, see page 56.
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