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Is Mostly Self-Development; Reality Number 2: Companies and Their HR Professionals Miss the Locus and Timing of Development
Reality Number 3: Career Expectations Have Changed Reality Number 4: More Tools for Self-Development are Available; What's to Be Done?;
Eight Employee-Centric Leadership Development Strategies;
Conclusion; References; CHAPTER 4: DEVELOPING LEADERS OF SUBSTANCE; Are They Really Leaders?; Focus on Substance; In Practice; The Winning Combination; CHAPTER 5: WHY IS LEADERSHIP SO IMPORTANT AND FORMAL LEADERSHIP DEVELOPMENT NOT?; The Value of Leadership; The Current State of Leadership Development; So What Do We Know That Works?; Summary and Conclusion
CHAPTER 6: THE EVOLUTION OF LEADERSHIP DEVELOPMENT AT NOVARTIS Setting a Strong Foundation; Filling the Leadership Pipeline; A Two-Dimensional Model for Learning Programs; The Leadership Development Curriculum; Refining Leadership Development; Case Example: The Role of Learning in Supporting Growth in China; The Decade's Key Recommendations; CHAPTER 7: ACHIEVING SUCCESS IN THE GLOBALIZATION OF LEADERSHIP DEVELOPMENT; Linking Global Leadership and Business Strategy; The Expansion of Global Leadership Development; Defining Success; Best Practices; Conclusion
CHAPTER 8: DEVELOPING GLOBAL LEADERS THROUGH ACTION LEARNING Leaders for a Global Environment; A Strategy for Developing Global Leaders; Ways to Ensure Success; Measuring Success; The Benefits; Drafting Success: An Analogy from Nike; References; CHAPTER 9: DEVELOPING CUSTOMER-CENTRIC LEADERS; A New Brand of Leadership; How to Develop Customer-Centric Leaders; Pitfalls to Avoid; References; CHAPTER 10: BUILDING MARKETING EXCELLENCE; The Nature of Marketing Excellence; A Large-Scale Marketing Excellence Initiative; The Scope of Marketing Excellence Initiatives
Key Success Factors for a Marketing Excellence Initiative

Sommario/riassunto

This comprehensive resource includes an international panel of contributors who are leading academics and practitioners in the field. Their combined wisdom has created the most authoritative and up-to-date source for new ideas, tools, models, and contemporary practices in leadership development. This unique series is a world-class resource for all practitioners, teachers, and students of leadership development. Topics include: Trends in Leadership Development Learning Methods (How Leaders Learn)Special Challenges and Innovations Leadership Development for the Board of Directors
