

EXECUTIVE FORUM ON  
TALENT DEVELOPMENT

A PARTNERSHIP WITH THE  
UNIVERSITY OF MICHIGAN, GLOBAL BUSINESS PARTNERSHIP  
&  
LINKAGE



# THE EXECUTIVE FORUM ON TALENT DEVELOPMENT REVITALIZING LEADERSHIP PIPELINES

The Executive Forum on Talent Development: Revitalizing Leadership Pipelines has been designed by Noel Tichy of the University of Michigan, Global Business Partnership in collaboration with Linkage as an exclusive multi-company forum focused on solving the most significant challenge every organization faces: growing and developing a strong pipeline of leadership talent. Through this experience, Forum members will assess and revitalize their leadership pipelines, identifying how new techniques for talent development and succession planning can be applied. Members will have access to and be coached by former *Fortune* 500 HR executives and the best talent practitioners in the world. While each Forum member will benefit from the practical and strategic coaching the year provides, the University of Michigan Research Team will also be working with Forum members to document and share best practices across member companies.

## WHO SHOULD ATTEND?

The Executive Forum on Talent Development is limited to 12 senior HR executives and their teams of 3-5 practitioners.

## FORUM COMPONENTS

The Forum will deliver:

- A peer network of successful HR/talent leaders who will share advice and recommendations in a confidential, high-trust environment
- Expert guidance and facilitation—from faculty leadership with the involvement of active and retired HR leaders
- Learning opportunities from an elite faculty of world-renowned thinkers, leaders, and teachers
- New ideas, insights, and solutions for revitalizing the leadership pipeline in today's global environment
- Time out of the office for critical introspection, team development, and future planning

## LIFETIME ACHIEVEMENT AWARD IN TALENT MANAGEMENT

The Executive Forum on Talent Development will honor three outstanding individuals who practice leadership every day in their organizations. The recipients of the 2012-2013 *Lifetime Achievement Award in Talent Management*, given by the Global Business Partnership at the University of Michigan in collaboration with Linkage, include:



**Mirian Graddick-Weir**

*Executive Vice President HR, Merck*

Ms. Graddick-Weir is responsible for all aspects of human resources for Merck's over 100,000 colleagues worldwide. Prior to working at Merck, Ms. Graddick-Weir held different positions at AT&T, including her most recent role as Executive Vice President of HR and Employee Communications.



**Randall MacDonald**

*Senior Vice President HR, IBM*

Mr. MacDonald is responsible for the global human resources practices, policies, and operations of the organization. Prior to joining IBM, Mr. MacDonald was the Executive Vice President of HR and Administration for GTE (now Verizon Communications).



**Gary Steel**

*Head of HR and Member of the Group Executive Committee, ABB*

Mr. Steel's focus on people is an integral part of ABB's business strategy and has made a major contribution to the business success in a global marketplace. Prior to working at ABB, Mr. Steel held a variety of senior HR positions at Shell.

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## FORUM FACULTY LEADERS



**Noel Tichy**

*Professor of Management & Organizations, Ross School of Business, University of Michigan*

Noel M. Tichy is the director of the Global Business Partnership, which for over a decade ran the Global Leadership Program, a 36-company consortium of Japanese, European and North American companies who partnered to develop senior executives and conduct action research on globalization in China, India, Russia and Brazil. His most recent book is *How Winning Leaders Make Great Calls* (with Warren Bennis).



**Chris DeRose**

*Forum Associate Director, Ross School of Business, University of Michigan*

Chris DeRose is an active researcher and consultant. He teaches Executive Education at the University of Michigan Ross School of Business. He has consulted and led research projects related to leadership, talent development, and succession planning for global organizations such as Royal Dutch/Shell, Intel, and Ford. His forthcoming book, with Noel Tichy, is *Judgment on the Front Line: How Smart Companies Win by Trusting Their People to Make Real Decisions*.



**Phil Harkins**

*CEO and Founder, Linkage*

Phil Harkins, Ph.D

is an internationally-known expert in the fields of organizational development, leadership, communication, and executive coaching. His clients include senior executives and teams at leading organizations worldwide. He has worked with leaders, leadership teams, and boards in more than 25 countries located in Asia, North America, South America, Europe, and the Middle East. His most recent book is *In Search of Leadership: How Great Leaders Answer the Question "Why Lead?"*



**Harley Ostis**

*President and Principal Consultant, Linkage*

Harley Ostis oversees Linkage's Professional Services business with responsibility for the development and delivery of consulting services and client solutions worldwide. In his role as Principal Consultant, Mr. Ostis develops the capabilities of leaders and executive leadership teams so that strategy can be executed effectively. Prior to joining Linkage, he served as Executive Vice President of Human Resources and Administration at CheckFree Corporation as well as Vice President of Human Resources and Quality at Lanier Worldwide.

## EXECUTIVE FORUM FACULTY



**Richard L. Antoine**

*Former Global Human Resources Officer, Procter & Gamble*

Richard Antoine retired from Procter & Gamble in 2008 after a 39 year career in Supply Chain and HR—most recently after 10 years as P&G's Global Human Resources Officer reporting to CEO and Chairman A.G. Lafley. He is the President of the National Academy of Human Resources. Mr. Antoine is President of AO Consulting, a human resources consulting firm working with CEO's and Chief HR Officers, as well as a Senior Advisor to Korn Ferry on CEO and C-Suite succession and talent management.



**David Murphy**

*Former Executive Vice President, Human Resources, Ford and McGraw-Hill*

David L. Murphy was most recently Executive Vice President of Human Resources at the McGraw Hill Companies. Prior to that, he held the top human resource position at Ford Motor Company as vice president. He held a variety of increasingly responsible regional and global positions ultimately reporting to the CEOs of both organizations, with significant Board engagement.



**Charlie Tharp**

*Chief Executive Officer, The Center On Executive Compensation*

Charles Tharp is the Chief Executive Officer of the Center On Executive Compensation. Mr.

Tharp has over 25 years of corporate experience, including key human resource positions with General Electric, PepsiCo, Pillsbury, CIGNA, Bristol-Myers Squibb, where he served as Senior Vice President of Human Resources, and Saks, Incorporated where he served as the interim Executive Vice President of Human Resources.



**Robert E. Knowling Jr.**

*Author and Chairman, Eagles Landing Partners*

Robert Knowling is Chairman of Eagles Landing

Partners, a firm specializing in helping senior managers formulate strategy, lead organizational transformation, and re-engineer businesses. Before launching EL Partners, he served as Chairman and CEO of Covad Communication, Telwares, and SimDesk. Mr. Knowling was also CEO of the NYC Leadership Academy, an independent non-profit created by Mayor Michael Bloomberg chartered with developing the next generation of New York City public school principals. He currently serves on Boards of Directors for Hiedrick & Struggles, Ariba, Roper Industries, and Bartech Group.



**Camille Mirshokrai**

*Partner and Director, Global Leadership Development, Accenture*

Ms. Mirshokrai is responsible for Accenture's leadership

development strategy, including succession planning for all of the key leadership roles of its approximately 244,000 employees. Prior roles include Global Capability Development and People Programs Lead for one of Accenture's largest operating groups.

## EXECUTIVE FORUM MEETING STRUCTURE

The Forum will meet three times in person over one year (June 2012- June 2013), and each team will have scheduled consultation to check on project progress, with ongoing access to and connection with Forum faculty and coaches.

### FORUM I: LINKAGE'S 2012 TALENT & ORGANIZATION DEVELOPMENT INSTITUTE™

Forum I will focus on background and best practices for talent development and succession planning. Each team will benefit from the keynote presentations of Linkage's *Talent & Organization Development Institute™*, while participating in tandem in a private, intensive forum with their teams led by expert faculty. Each team will identify a strategic OD/talent issue that they want to improve in their company and work alongside other senior HR leaders to create strategies and solutions. This action learning charter will become the focus of peer and expert coaching.

### FORUM II: CLINIC SESSION AT THE UNIVERSITY OF MICHIGAN

During Forum II teams will share best practices and progress of their team charters. Each team will work with Forum faculty to receive coaching and guidance on their charter and determine next steps, potential challenges, and new opportunities in order to drive momentum and continue to move the charter forward.

### FORUM III: LINKAGE'S 2013 TALENT & ORGANIZATION DEVELOPMENT INSTITUTE™

Forum III allows each team to share its final charter implementation and receive feedback from peers and faculty. Member companies receive access to and contribute to an online catalog of best practices. Each member company's organizational diagnosis and change charter is documented by the Forum's University of Michigan Research Team, and may appear in one or more publications.

FORUM I  
JUNE 2012

INTERIM  
COACHING

FORUM II  
DECEMBER 2012

INTERIM  
COACHING

FORUM III  
JUNE 2013