CONTENTS

Acknowledgements x

Introduction: Why this book? 1

PART ONE The Leadership Challenge 7

O1 The leadership context 9

The changing climate 11

What skills are required? 12

The importance of context 15

Keith Grint's Four-Fold Typology of Leadership 17

Moving away from individual to organization and culture 19

Work is changing 23

The social age 26

Conclusions 29

References 30

PART TWO Improving the Paradigm 33

O2 Beyond the corporate university: GE's Crotonville 35

Introduction 35

The background 37

Reimagining Crotonville 43

Start with the experience you want to create 47

What can we learn from Crotonville? 50

Conclusion 54

References 55

O3 Leadership on the edge: Discomfort as a learning experience 57

What is Foundation 2041? 59
Leadership and the Antarctic 61
The journey 63
A chronology of the expedition 65
What does a day look like in the Antarctic? 68
The elements of the leadership programme 70
More detailed examination of some of the participants 71
Did the initial promise of change last? 76
Follow-up and conclusions 78
References 81

04 Rethinking executive leadership development: DeakinPrime 83

The context 83
What is different? 85
The core principles 88
Structure and critical success factors 89
Outcomes 95
Core lessons to take away 96
References 99

05 Leadership as a catalyst for change: The example of the NHS 101

The context 101
NHS Leadership Academy programmes 104
The NHS leadership suite of programmes 108
The special contribution of blended learning 121
Core lessons 122
References 124

PART THREE Changing the Paradigm 127

Of Any time, any place leadership: BP's digital leadership development 129

Digital age learning at BP 129

Capgemini: from virtualization to digitization 130

Leadership online at BP 132

The seven principles 133

How were the programmes organized? 135

What did the programmes look like? 136

How does it work? 138

The design principle 139

The digital offer 141

The app 142

Measurement of outcomes 144

Individual or community 145

Mentoring and expert input 146

The senior leaders programme 146

Points you should take away 147

References 149

O7 Leadership development as storytelling: Social leadership in a large company 151

Introduction and context 151

What is the structure? 153

What is the programme like? 155

Who runs the programme? 158

The lessons learned 161

Key issues to consider 162

References 165

08 Making online learning an immersive experience 167

The context 167

The development process 171

viii

The virtual campus 171 What else? 174 Building a sense of reality 175 What is the impact? 179 Issues to note 181 Lessons for others 182 Conclusions 184 References 185

Flements for Transformation 187 **PART FOUR**

09 Action learning: The community develops itself 189

Introduction 189 What is a typical action learning set? 200 The three stages of an action learning set 202 Facilitation 204 Conclusions and next steps 207 References 208

10 DIY leadership development: Ensuring leadership development when you have a very low budget 209

Google's focus on fast internal solutions 209 Other strategies 215 Conclusion 232 References 232

11 The shape of the future: The increasingly powerful role of technology 235

Virtual reality 238 Artificial intelligence 240 Personal digital assistant 244 The rise of social networking software 246 What you should take from this chapter 248 References 249

PART FIVE Lessons Learned 251

12 How to move forward 253

Conclusions 254 How to build better leadership programmes 262 Ten top tips to finish 265 References 266

Index 267