

2003 Top 20 Companies for Leaders
Succession Planning Data

Subcommittee on Civil Service & Agency Organization Hearing:
“Human Capital Succession Planning: How the Federal Government
Can Get a Workforce to Achieve Results”

October 1, 2003





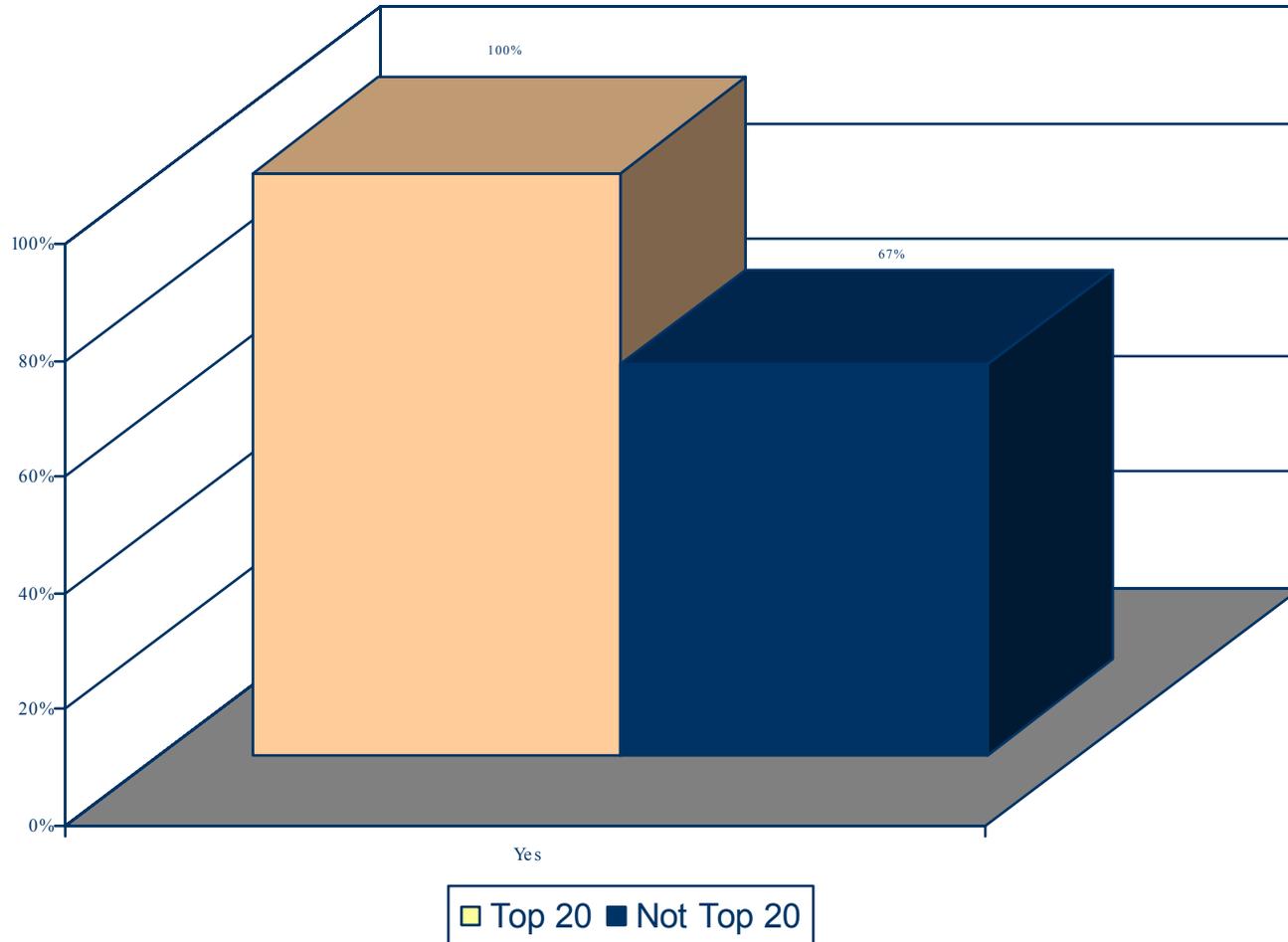
The Top Companies for Leaders research was initiated by Hewitt Associates' Leadership Practice in 2001. We set our sights high—to identify the combination of factors that allow financially successful organizations to consistently produce great leaders. We were inspired to conduct this research because of the dearth of fact-based, well-researched information in the marketplace focusing on how successful companies develop great leaders.

This year's study is global in scope, with data gathered from human resource executives representing 320 major companies based in the United States as well as 250 companies based in Europe and in Asia-Pacific. We examined the variables that primarily influence a leader's growth in an organization, including developmental experiences, compensation, senior leadership interaction, organization culture, succession-planning processes, and more. Our interest is in identifying the factors, and the interactions between factors, that optimize continuous development of great leaders.

The attached slides represent the data Hewitt gathered from 2003 participants on succession planning and management.

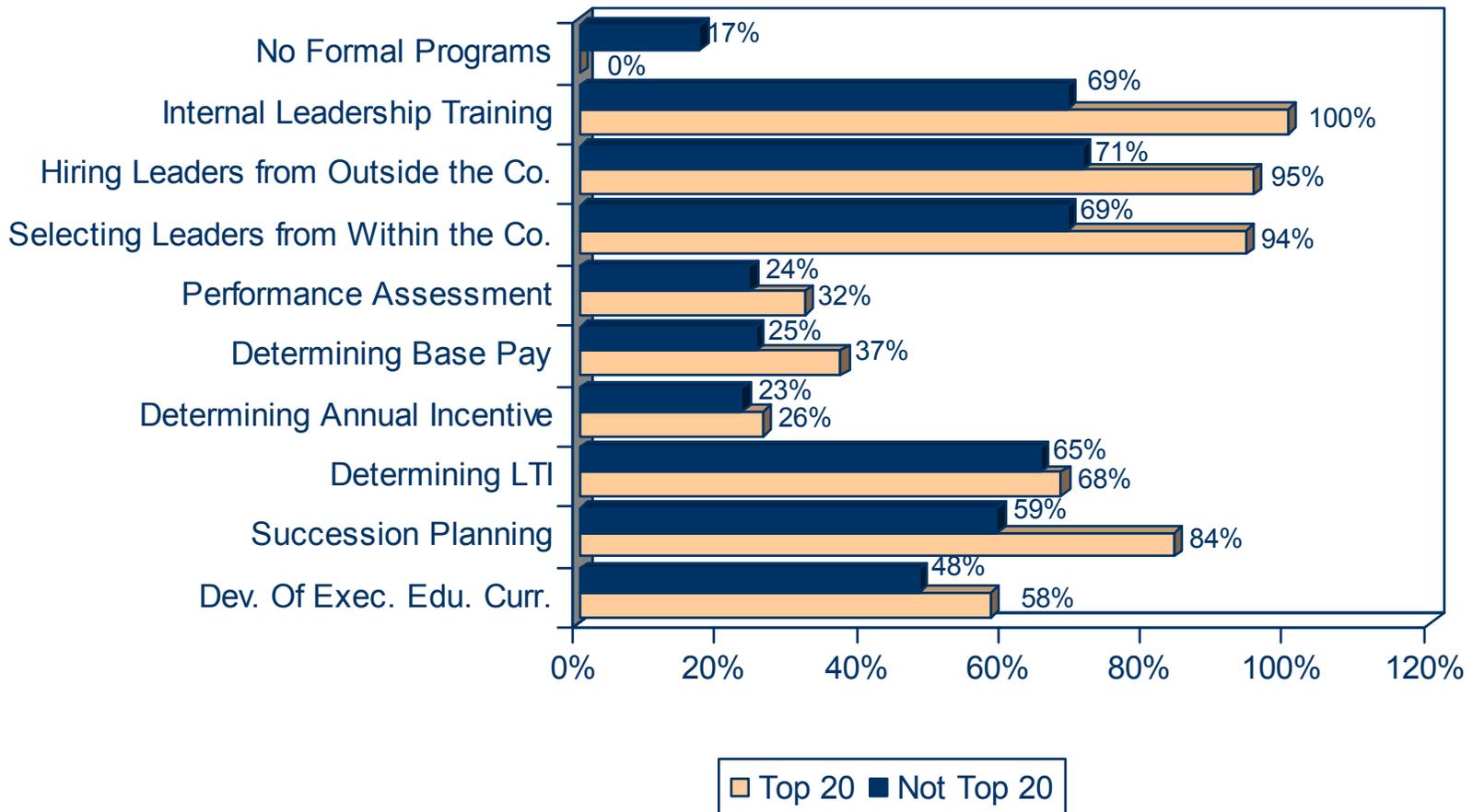


Does Your Organization Have Defined Leadership Competencies?



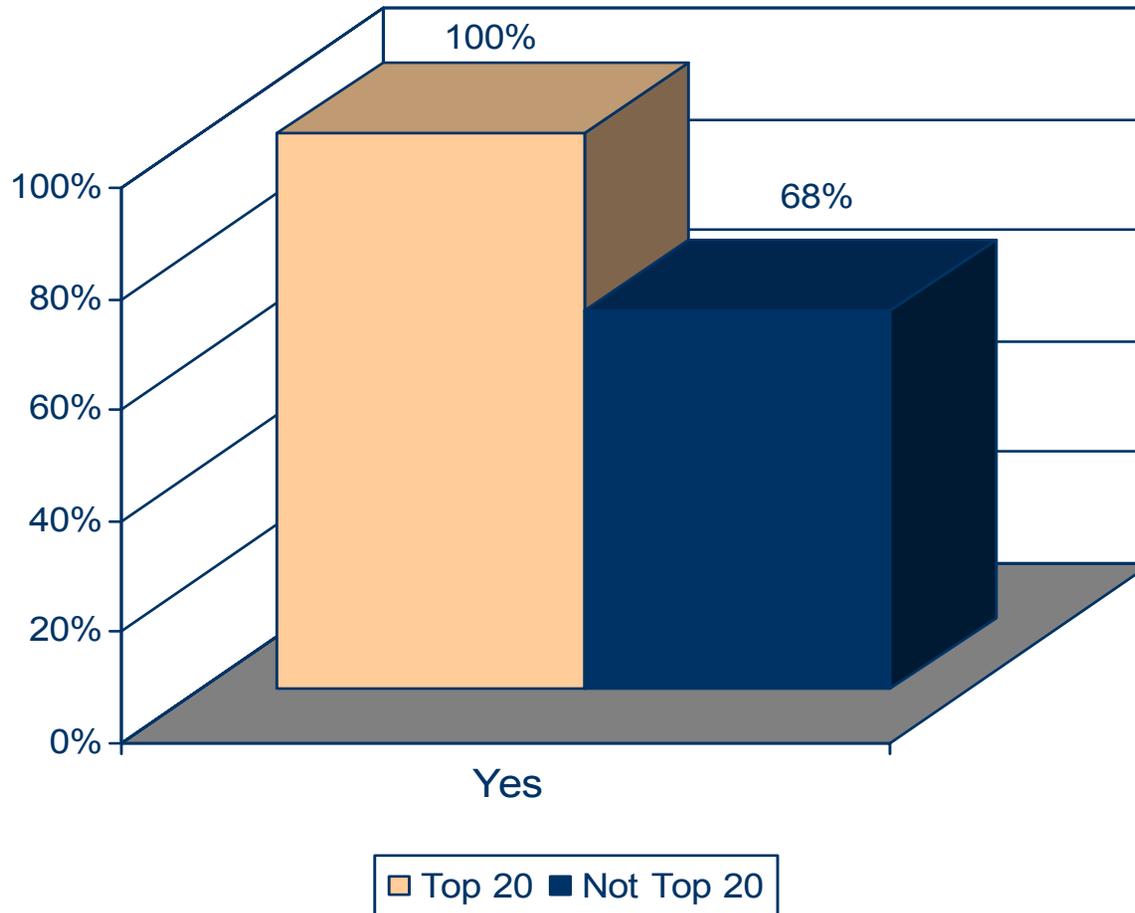


Leadership Competencies Are Used in the Following?



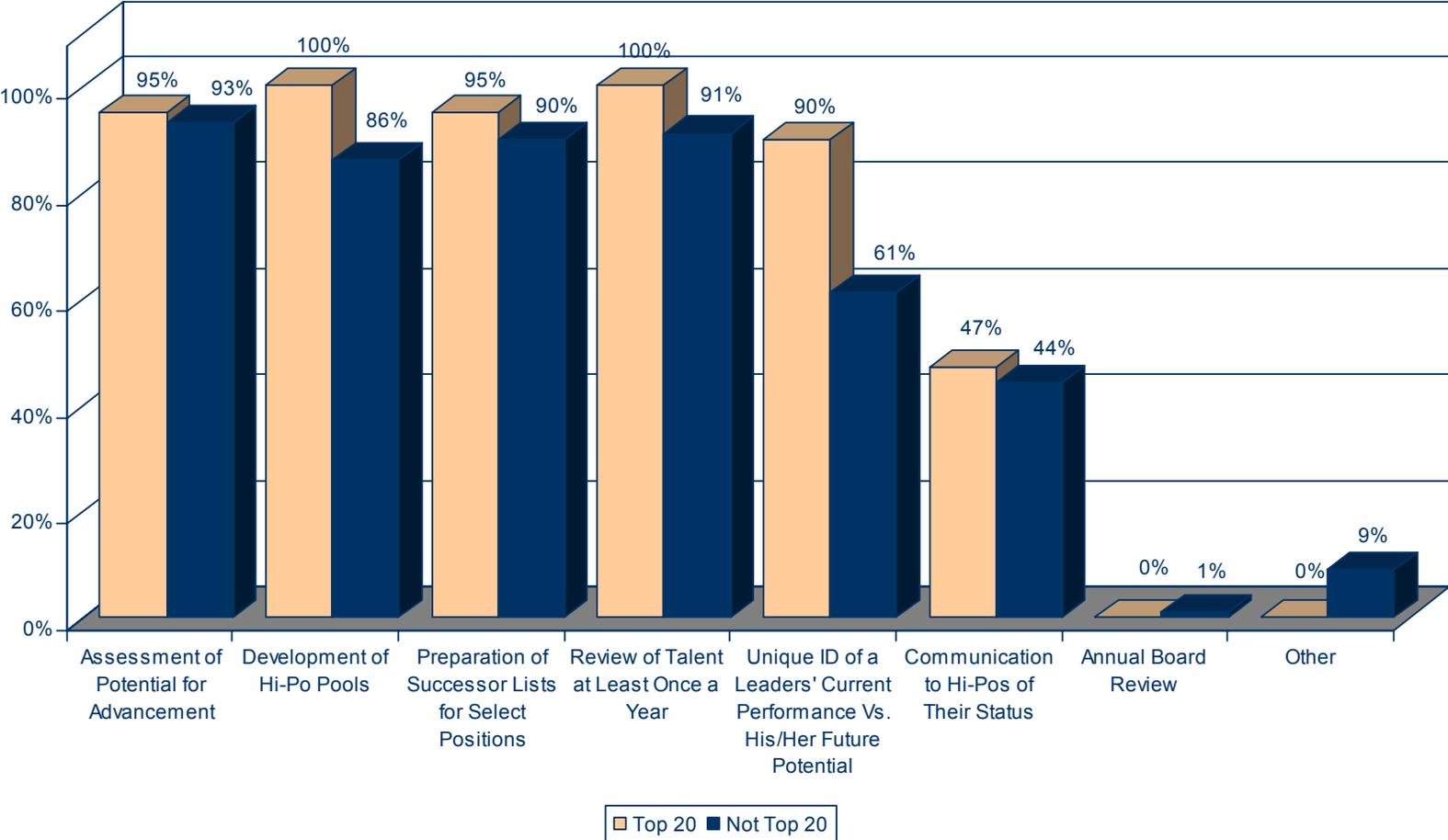


Does Your Company Have a Formal Succession-Planning Process?



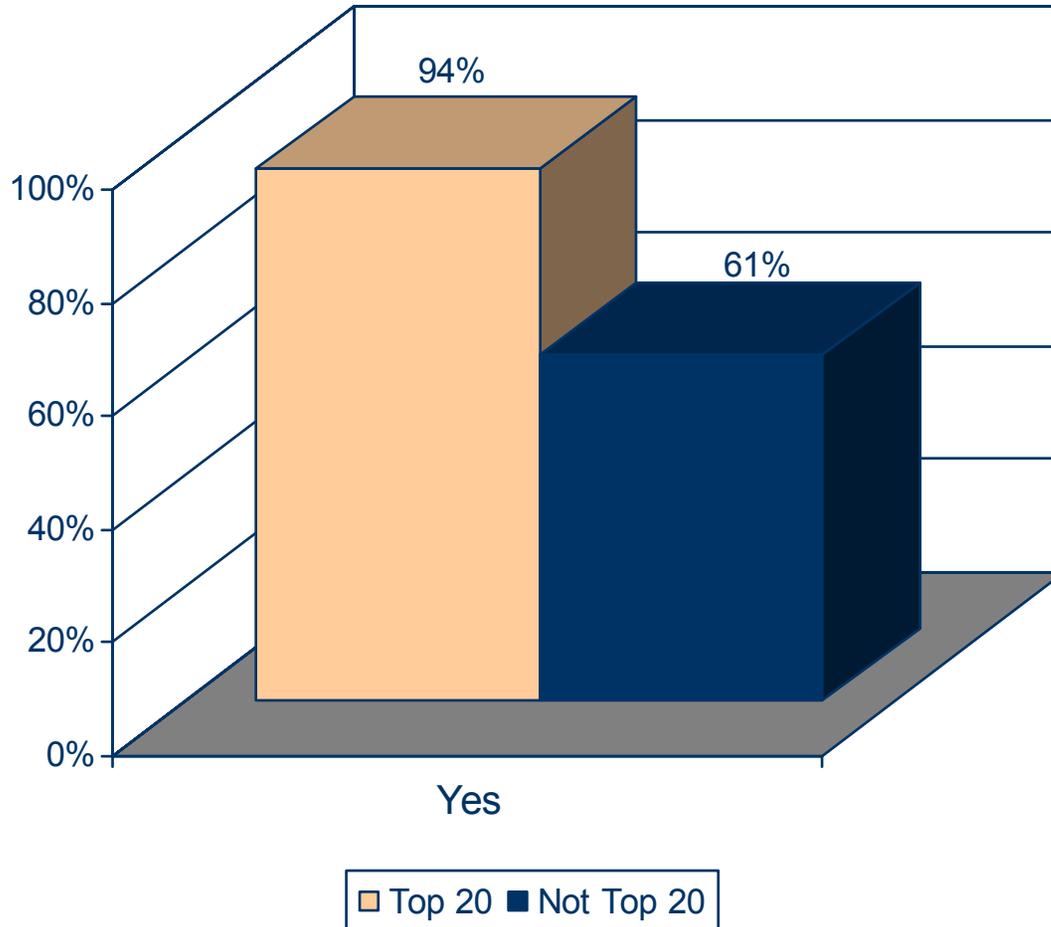


Succession Plan Includes...





Does Your Company Have a CEO Succession Plan?





Was Your Current CEO Brought Into the Position From Inside or Outside the Firm?

