

NAVIGATING



TOWARD FUTURE GROWTH

Wilson Learning agent, Terry DeLaPorte, and Lockheed Martin's President of Missiles and Fire Control Jim Berry, began a project in 1998 called Leadership 21. It's an ambitious, systematic process of developing leaders within Lockheed Martin. Since then, Leadership 21 has been designated as a Lockheed Martin "Best Practice." The program includes assessment, training and development, and mentoring. Over 1,400 employees are participating in one or more of these activities. The goal is to ignite leadership talent and prepare a pool of people inside Lockheed Martin to be exceptional leaders for the future. "We will now and then bring in someone from the outside to add new ideas to the company, but the goal of Leadership 21 is that participation in the program becomes a requirement for promotion to a leadership role," said Jim Berry. "By 2004, we expect that every person promoted to any level of leadership will have participated in Leadership 21."

A couple of years ago Lockheed Martin did something unprecedented. They accomplished over 700 individual leadership assessments, which were made up of over 7,700 individual rater inputs. "In our company's history, we have never before undertaken such an ambitious, quantifiable, research-driven analysis of our organizational leadership capability," said Craig Weller, vice president of Human Resources. "This investment has immense potential impact to our company's future bottom line. Together with what I believe is the best approach to mentoring within Lockheed Martin, and an aggressive training schedule, our employees are being offered a world class leadership development opportunity."

At the heart of this opportunity is the *Leader Navigator*, Wilson Learning's 360-degree leadership assessment, which was tailored for Lockheed Martin to measure the competencies of each participant. The "360-degree" feature refers to the assessment process—it collects feedback from peers, supervisors, and others to accurately measure just the right competencies. The competencies fall under six overarching headings that are essential to Lockheed Martin's future leaders (see graphic on following page).

Every participant receives a detailed report of the feedback from up to seventeen different individuals. Participants consider



Jim Berry,
President of Missiles
and Fire Control,
Lockheed Martin

CAPABILITIES AND OUTCOMES

Optimizing Business Processes

Ensuring that resources and processes contribute to business strategies

Making Insightful Decisions

Integrating personal and business expertise to determine the best course of action

Facilitating Meaningful Change

Seizing opportunities to inspire and sustain value-creating change

Developing Human Talents

Driving business growth through continuous learning

Communicating on Purpose

Sharing information to build knowledge and focus action

Building Productive Relationships

Developing a network of people to fully leverage contributions to business success

COMPETENCIES

Planning for Results

Improving Work Processes

Coordinating Implementation

Working the System

Understanding Value Creation

Understanding the Competitive Environment

Analyzing Business Issues

Creating Innovative Solutions

Making Tough Choices

Taking Initiative

Maintaining Resilience

Creating Shared Vision

Sustaining Momentum

Ensuring Personal Readiness

Developing Others

Cultivating a Learning Environment

Delivering Clear Messages

Encouraging Dialogue

Influencing with Credibility

Building Organizational Knowledge

Creating Mutual Trust

Confronting Constructively

Leveraging Diversity

Collaborating for Results

Creating a Collaborative Culture

Earning the Customer's Business

Wilson Learning tailored the Leader Navigator to measure competencies that are specific to Lockheed Martin's needs. They are based on the standard Leader Navigator competencies (shown above).

the individual feedback report their "roadmap." The report is a personal development tool: it gives employees a better understanding of their strengths and development needs. It shows how their scores compare to other participants' scores, as well as how they compare to an internal "best-in-class" sample. This feedback is a powerful tool for determining appropriate development plans that lead to superior leadership.

"I looked at feedback from several different instruments, summarized it into a big picture, then used it as I created my development plan," said Veanie Anderson, a *Strategic Talent Program* participant in Orlando. "Some of the data validated what I already knew about myself, such as my tendency to get involved in

details. Some of the feedback wasn't quite so apparent to me, and I appreciated the opportunity to see myself as others see me."

Participants analyze the feedback carefully to determine which areas are worthy of concentrated effort. From there, they select the appropriate performance improvement activities as well as target dates for completion.

"Documenting a development plan gave my mentee a chance to map his goal to the available company resources and develop an actual plan," said Montie Green, a mentor in Dallas. "We used the written plan to view and monitor the progress he made. He also found it helpful during his performance assessments when he discussed his goals and achievements with his manager."

Wilson Learning can also roll up the reports collectively to give insight into a group's strengths and development opportunities. These reports have been created and distributed to the leaders of all major Missiles and Fire Control organizations at Lockheed Martin. When everyone who completed the *Leader Navigator* assessment was rolled up into a company-wide snapshot, the quantifiable results indicated certain organizational strengths, as well as areas that needed development. It was the identification of these development opportunities that paved the way for the Leadership 21 initiative.

Now the project leaders plan to make participation in Leadership 21 a mandatory requirement in order to be considered for any promotion in the Missiles and Fire Control division.

Wilson Learning agency DeLaPorte and Associates, Inc., worked closely with Lockheed Martin. Terry DeLaPorte became the Leadership 21 project lead. "These findings are indicative of a mature, successful organization's culture," he stated in an article published at Lockheed Martin in 1999. DeLaPorte told Lockheed Martin leaders that with consistent attention, their organization would be highly capable of accelerating their leadership development process, which would better position them for future growth.

WHERE ARE THEY NOW?

Let's move ahead to the present time. In addition to being designated a Lockheed Martin "Best Practice," Leadership 21 officials are gratified at the prospect of seeing the project expand to at least 15 of the 20 Lockheed sites across the U.S. by the end of 2001. The program has been mandated at all Naval Electronics and Surveillance System (NESS) sites where the Systems Integration group operates. (Systems Integration, which is Lockheed

Martin's most profitable business unit, houses the Missiles and Fire Control division and NESS, where the Leadership 21 project resides).

Research conducted in this business unit indicated that two out of three recent employee promotions were granted to those individuals who had participated in the Leadership 21 program. Now the project leaders plan to make participation in Leadership 21 a mandatory requirement in order to be considered for any promotion in the Missiles and Fire Control division. All employees must complete the program by January 2003 to remain eligible for promotions.

Prior to Leadership 21, Lockheed Martin used a nomination process to identify members of their "strategic talent pool." But when the *Leader Navigator* results compared individuals in the strategic talent pool against all other leaders, candidates in the pool scored lower, with a 71.7 overall score, as compared to 73.7 for those leaders not selected for the talent pool who *demonstrated* leadership skills. Sessions were held to validate the misconception of who should be considered for the pool, and the strategic talent pool succession strategy was replaced with the Leadership 21 initiative. DeLaPorte's prediction for accelerated leadership development and future growth appears to have been right on target.

MEASURING THE EFFECTIVENESS

But to ensure that Lockheed Martin's development initiatives are earning a return on their investment, Wilson Learning's Assessment Innovations group is currently measuring the effectiveness of the programs. Wilson Learning is re-assessing a group of 100 individuals in Lockheed Martin who have participated in the Leadership 21 initiative over the past two and a half years. The results of this group will be compared to the results of a control group of 100 individuals who have not participated in the initiative.

In addition to the empirical findings, the program shows a great deal of face validity. The people at Lockheed Martin are in favor of the program, saying it produces results for both the company and its employees. "Over the last year

I have seen a tremendous improvement in opportunities available for upcoming engineers and professionals," said Gary Brown, a Navy Programs manager in Dallas. "Jim Berry is very interested in bringing people up in this business and he's giving them the skill development they will need to take advantage of the opportunities that are available now or that will become available in the not-so-distant future."

"Attending the *Leadership Style Effectiveness* course gave me a better understanding of the entire communications process," said Joseph Peterpaul, a senior staff engineer in Production Operations.

"The training courses have been some of the best I've seen."

"It helped me to understand how I can be perceived when I talk with people and has allowed me to be more at ease in my important responsibility to communicate."

When asked which of the tools that Leadership 21 offers are the best, Dick Moyer, a director who has worked at Lockheed Martin for 16 years, said: "The training courses have been some of the best I've seen. I especially liked the *Leadership Style Effectiveness* course. I think that course has the broadest application of any of them and would recommend that everyone in the company take that course—the sooner, the better. You can't do enough to improve the way we communicate with each other and with our customers."



President of Missiles and Fire Control Jim Berry (left) with Wilson Learning agent Terry DeLaPorte.

What's the greatest benefit the entire Leadership 21 program offers? "I don't see just a single benefit," said Moyer. "I see three great benefits. First, an assessment tool, the *Leader Navigator*, that provides a way for an individual to assess his competencies and see both his leadership strengths and opportunities. Second, a training program that provides him assistance in turning those opportunities into improved competencies. This is one of the few times I've seen a program that provides an assessment or measurement of a capacity but goes the extra step to tie a training program to it that is targeted to work on the results of the diagnostic instrument. Furthermore, the training program is designed to be tailored by the individual to meet his or her needs and desires. I believe this one has the capability to go even further and measure improvement through multiple iterations of the *Leader Navigator* and comparing the results over time. Third, a mentoring program to guide them, offer support and corroborate their plan for the future." 