



CONTENTS

Preface ix

Introduction 1

- 1 **Agilent Technologies: Global Leadership Training
with an On-the-Job Focus** 16
Teresa Roche and Cal Wick
- 2 **The Boppy Company: Optimizing a Global Workforce** 31
Brian Wilkerson and Teresa Mead
- 3 **Colgate-Palmolive Company: Globally Valuing People** 58
Donna B. McNamara, Mitra Chappell, and Robert S. Browning
- 4 **The Dow Chemical Company: Recognizing and
Developing Top Talent** 78
Robert E. Tucker and Marcia L. Thomas
- 5 **InterContinental Hotels Group: Aligning Leadership
around a Single Global Strategy** 110
Andrew Simpson and James Dowling
- 6 **Johnson & Johnson: Training Global Leaders
for Supply Chain Innovation** 124
Maya Hu-Chan, Charles Bergman, and Michael Frugé

7	McDonald's Corporation: Improving a Global Leadership Talent Development and Management System	149
	<i>James Intagliata, Neal Kulick, and Donald Crosby</i>	
8	Motorola University: Transferring Skills through Strategic Alliance	171
	<i>Xiaozhen Yan and William J. Rothwell</i>	
9	Pfizer Inc: A Behavior-Based Approach to Training Leaders in Transition	183
	<i>Betsy Blee, Joe Bonito, and Robert E. Tucker</i>	
10	Tower Automotive, Inc.: Global Relocation of Technical Services	202
	<i>Kishen Kavikondala</i>	
11	UNICEF: Globally Developing In-House Careers	219
	<i>Rudolph Messinger and William J. Rothwell</i>	
12	Verizon Dominicana: Empowering Leadership Teams	230
	<i>Mark Sobol and Jorge Iván Ramírez</i>	
13	Volvo: A Global Shared Learning Program for Three Brands	246
	<i>Nilou Sardari, Ulf Jeverstam, and Greg Zlevor</i>	
14	Wyeth: Evolving Forms of Global Leadership Training and Follow-Up	265
	<i>Tim Fidler, Jeffrey Peris, and David Giber</i>	
	Appendix: About Linkage and the Summit	283
	Notes	287
	About the Editors	291
	Index	295