
INDEX

A

ABN AMRO, 157–159
Accelerated Leadership Development Program (ALDP) (Macy's), 286–289
Accountability: in Dell's global leadership development process, 344–345, 352; and organizational complexity, 124; for results of strategic leadership development, 62–63; for women's advancement in organizations, 152, 162
Action learning: caution on, 177; Cisco's leadership development program using, 237–244; in executive team development program (Victoria, Australia), 257–265, 271–274; for global leadership, 121; J&J leadership development program as, 214, 217
Action learning teams, 377–380
Adult Leadership and Adult Development (Kegan and Lahey), 43
Affinity groups, 149–150
Alexcel coaching model, 152–156, 159–161

Allred, S., 182, 192
Altman, L., 96
Amado, G., 117
Ancona, D. G., 254
Anthony, S., 96
Apple, 80
Assessment. *See* Executive assessment
Assessment centers, 45–46
AT&T, 45
Axialent, 200

B

Babcock, L., 148, 151
Baird, R., 411
Bank of America executive on-boarding program, 298–312; example of participation in, 303–310; lessons on leadership development from, 310–312; phases of, 302; purpose of, 301–302, 303; rationale for, 300–301; written plan for, 312
Barnard, C., 121, 122, 123
Baron, R. A., 148

- Behavior: connection between thought and, 69; past, as predicting future behavior, 40–41
- Behavioral change: coaching to support, 47; setting goals for, 21–29; in team context, 250–251. *See also* Change
- Behavioral event interviews, 44, 49–50
- Benchmarking, external, 45
- Bennett, N., 42
- Bennis, W., xi, 125
- Bernthal, P., 62
- Best Practices in Succession Planning* (Sobol, Harkins, and Conley), 35
- Biles, S., 42
- Blanchard, K., 129
- Bleak, J. L., 77
- Bolen, K., 96
- Bolt, J., 61, 63
- Boston, K. S., 191–192
- Bower, J., 35, 42
- Brand, reinforced by leadership development, 204
- Brault, B., 412
- Brescoll, V. L., 149
- Brizendine, L., 147
- BTS (business simulation company), 325
- Buckingham, M., 206
- Budget, for leadership development, 416–417
- Burns, J. M., 99, 122, 147
- Business strategy. *See* Strategy, business
- C**
- Cairo, P., 42, 43
- Cappy, C., 182, 184, 192
- Carli, L. L., 142, 147, 149, 152
- Carter, L., 265
- Catalyst, 143–144
- Caterpillar, best practice leadership development at, 64, 65, 66, 67, 68, 73–74, 75
- CEO (chief executive officer): hiring, for innovative ventures, 91; involved in future leadership requirement analysis, 6; involved in leadership development process, 415–416
- The CEO Within* (Bower), 35, 42
- Chambers, J., 235
- Change: managerial skill in leading, 286, 341; resistance to, 108, 110, 261–262; strategic, leadership development supporting, 292–294. *See also* Behavioral change
- Change Acceleration Process (CAP) (GE), 182, 184
- Charan, R., 42
- Chesbrough, H., 93
- Chief learning officer (CLO) (Humana), 318, 322, 324
- Christensen, C., 81
- Cisco Systems, 231–246; background on, 232; best practice leadership development at, 64, 67, 68, 69, 74, 75; C-LEAD model developed by, 232–236; collaborative leadership embraced by, 244–245; Executive Action Learning Forum (E-ALF) of, 237–244; tips on leadership development programs from, 245–246
- C-LEAD model (Cisco), 232–236
- Clifton StrengthsFinder, 206
- Coaching: Alexcel model for, 152–156, 159–161; in Bank of America executive on-boarding program, 305, 306, 307; executive, Dell’s program for, 349–361; as executive development method, 47; goal setting in, 21–29; in Humana’s Women in Leadership program, 331–332; in J&J leadership development program, 220; in PricewaterhouseCoopers (PwC) Genesis Park program, 407; survey on use of, 426–427; tips from McKesson on, 190; of women leaders, 156–159, 162–165
- Coaching for Leadership* (Goldsmith and Lyons), 34

- CoachSource, 351
- Collaborative leadership (Cisco): development of, 236–244; process of defining, 232–236; success of, 244–245
- Collins, J., 42
- Competencies: C-LEAD model of, 236; Dell model of, 346–347; leadership development programs emphasizing, 63, 66, 421–422; LEEED model of assessing, 50. *See also* Leadership competency model
- Competency-based interviews, 44, 49–50
- Complementarity, 39
- Conger, J. A., 62
- Conley, T., 35
- Contingency theory: and leadership, 128–129; and past behavior as predictor of future behavior, 40–41
- Continuous improvement programs, 80
- Conway, L. A., 228–229
- Council, C. L., 61
- Courageous Leadership program (Yahoo!), 198–199, 200–202
- Crabb, S., 208
- Csikszentmihalyi, M., 200–201
- Cude, R., 313–314
- Culture: and coaching women, 162; gender, 148, 149; and global leadership, 116–121; organizational, 174–175, 334, 354. *See also* Organizational culture
- D**
- Data collection methods, for executive assessment, 44–46
- Dell, M., 339
- Dell leadership development process, 336–362; context for, 338–339; curriculum for, 347–349; and decentralization of talent management, 344–345; employees targeted by, 341–344; executive coaching program as example of, 349–361; lessons from, 361–362; mission of, 340–341; and new competency model, 346–347; priorities for, 340; and responsibilities of leaders, 345–346
- Democratization of decisions, 105–106
- Department of Treasury and Finance (DTF) (Victoria, Australia) executive team development program, 247–274; background on, 249, 269–270; designing, 252–257, 270–271; evaluating, 265–267; implementing, 257–265, 271–274; lessons from, 268–269; planning, 251–252; rationale for, 249–251
- Design. *See* Leadership development system design
- Development plan, 47
- Development programs. *See* Leadership development programs
- DevelopmentEngine, 180, 185, 186–188
- Distance learning, 282, 427–428
- Dodds, P., 136
- Dotlich, D., 42, 43
- Drath, W., 43
- Drotter, S., 42
- Duke Corporate Education, 64, 69–70
- E**
- Eagly, A. H., 142, 147, 149, 152
- Effron, M., 26
- 80:20 rule, 103–104
- Emotional intelligence, 43–44
- Employees. *See* High-potential employees
- Evaluation: of Dell's executive coaching program, 356–360; of Land O'Lakes Leadership Edge program, 380–383, 385–386; of leadership development at Yahoo!, 202–203, 207–208; of PricewaterhouseCoopers (PwC) Genesis Park program, 408–409; of success of strategic development programs, 73–74
- Executive Action Learning Forum (E-ALF) (Cisco), 237–244

- Executive assessment, 30–54; best practice approach to, 48–52; data collection methods for, 44–46; defined, 32–33, 34; future of, 53–54; literature on, 33–35; measurement in, 40–44; methods for executive development after, 46–48; questions for developing, 32, 52–53; rationale for, 35–39; reliability and validity of, 39–40; 360-degree feedback in, 33, 34, 45, 425
- Executive coaching program (Dell), 349–361; background on, 349–351; coaches working in, 354–356; evaluation of, 356–360; external vendor providing, 351–352; future of, 360–361; process of, 353–354; structure of, 352–353
- Executive development. *See* Leadership development
- Executive on-boarding program (Bank of America), 298–312; example of participation in, 303–310; lessons on leadership development from, 310–312; phases of, 302; purpose of, 301–302, 303; rationale for, 300–301; written plan for, 312
- Executive Quality Leadership Development (EQLD) program (Johnson & Johnson), 209–229; action learning in, 214, 217; business project at center of, 212–213; coaching as element of, 220; executive involvement in, 213–214; general information on, 211, 227; measurement of results of, 215–216; origin of, 212; relationships focus of, 214–215; structure of, 222–227; successful approach of, 216–222
- Executive team development program (Victoria, Australia), 247–274; background on, 249, 269–270; designing, 252–257, 270–271; evaluating, 265–267; implementing, 257–265, 271–274; lessons from, 268–269; planning, 251–252; rationale for, 249–251
- Executives. *See* Senior executives
- F**
- Facilitation skills, 120
- Fast Start program (Macy's), 289–290
- Feedback: 360-degree, 45, 73, 159–160, 161, 425; and building trust, 111; and executive assessment, 33, 34; online tool for providing, 180, 185, 186–188; from peers, 264–265, 271; from performance appraisals, 23; in Pricewaterhouse Coopers (PwC) Genesis Park program, 406
- FeedForward, 155, 427
- The Female Brain* (Brizendine), 147
- Fiedler, F. E., 99, 128–129
- The Five Temptations of a CEO* (Lencioni), 42
- Foundations for Leadership program (Macy's), 282–285
- 4E's framework: applied to global leadership, 132–137; case study of, 130–132; overview of, 99, 125–128; unique aspects of, 128–130
- Friedman, D., 296–297
- Fullerton, H. J. Jr., 144
- Fulmer, R. M., 61, 62, 76–77
- Future leadership requirement analysis, 6–8
- G**
- Galinsky, E., 145
- Galvin, B., 339, 342
- Game playing, 70–71
- Gandossy, R., 26
- Gardner, J. W., 99, 121, 122–123
- Gelfand, M., 148
- General Electric (GE): CEO succession at, 48; Change Acceleration Process (CAP), 182, 184

- Genesis Park program (Pricewaterhouse-Coopers), 389–411; coaching in, 407; curriculum for, 402–405; design principles for, 394–400; evaluation of, 408–409; faculty for, 402; feedback from, 406; future of, 409–410; general information on, 391–392; lessons from, 410–411; self-development focus of, 400–402; sponsors of participants in, 407
- George, E. H., 335
- Gerkovich, P. R., 143, 152
- Gibb, C. A., 100
- Giber, D., xv, 265
- Global Institute for Leadership Development (GILD) program (Linkage), 181–182
- Global leadership, 97–138; and culture, 116–121; distributed leadership for, 106, 132–133; framework for, 100, 132–137; and leadership as process, 121–125; loose-tight innovation for, 113–114, 133–134; networks of trust for, 109–112, 134–136; similarities/differences as focus of, 103–104; strategic engagement for, 115–116, 137
- Globalization: and 80:20 rule, 103–104; decentralization of talent management with, 344–345; defining, 102; democratization of decisions with, 105–106; and global-local paradox, 112–114; personal engagement, 114–116; as positive force, 101; relationship building with, 106–112
- Global-local paradox, 112–114
- Go Put Your Strengths to Work* (Buckingham), 206
- Goals: common reasons for giving up on, 23–28; of organizational structures for innovation, 82–83, 85; setting, 22, 28–29
- Goldsmith, K., 29
- Goldsmith, M., 29, 34, 125, 152–153, 153, 155, 265, 352, 355, 427
- Goleman, D., 43
- Good to Great* (Collins), 42
- Google, 80
- Gort, M., 83
- Grabow, K., 386–387
- Grady, E., 83
- Greenslade, S., 60, 61, 62, 63
- Grint, K., 99
- Gronn, P., 99, 100
- Group evaluation methodology, 46
- Groysberg, B., 144, 154
- H**
- Hackman, J. R., 254
- Hale, J., 301
- Hampden-Turner, C., 118
- Hanks, S., 65–66
- Hanna, D., 115
- Harkins, P., 35
- Harrington, B., 145
- Head, Heart, and Guts* (Dotlich, Cairo, and Rhinesmith), 43
- Heifetz, R., 42, 122
- Held, D., 102
- Helgesen, S., 144, 146
- Hersey, P., 28, 129
- Hewitt Associates, 26, 63
- High-potential employees: identifying and developing, 61–62; McKesson program for developing, 175–177, 178–188; multiplier effect of developing, 68–69; selecting, for leadership development, 422–423; sharing information on status of, 423–424
- Hinkle, R. K., 335
- Hofstede, G., 118
- Hollenbeck, G., xii
- Hosking, D. M., 99

- Hu-Chan, M., 166–167
- Human resources (HR): enabling innovation, 93–94; involved in leadership development system, 189; support by, for leadership development, 67
- Humana, 315–334; background on, 317; business simulator initiative at, 324–327; factors in successful leadership development at, 334; future of leadership development at, 334; Leadership Institute at, 324–333; Learning Consortium at, 318–323; rationale for leadership development at, 317–318; Real World Work initiative at, 327–330; Women in Leadership program at, 330–333
- Huston, L., 93
- I**
- Individualism/collectivism, 119–120
- ING, 81
- Innosight, 92
- Innovation, 78–95; building teams for, 86–91; common language for, 92–93; in current business environment, 80, 94–95; external perspectives as valuable for, 93; human resource policies enabling, 93–94; institutionalizing, 81; loose-tight, 113–114, 133–134; organizational structure for, 82–86; providing tools for, 91–92
- Intel, Pandesic venture of, 90–91
- Interrater reliability, 39–40
- Interviews, for executive assessment data collection, 44–45, 49–50
- J**
- Jaques, E., 124–125
- Jebb, E., 130
- Jenkins, J., 144
- Johnson, M., 96
- Johnson & Johnson (J&J): in Asia, 107, 121; Executive Quality Leadership Development (EQLD) program, 209–229
- K**
- Kegan, R., 43
- Kimberly Clark, 80
- Kirkpatrick, D. L., 73
- Klepper, S., 83
- Kochan, T. A., 254
- Kotter, J., 99, 123
- Kouzes, J., 40
- Kriinicic, P., 179
- Kropf, M. B., 143, 145, 152
- L**
- Lafley, A. G., 93
- Lahey, L., 43
- Land O'Lakes Leadership Edge program, 365–386; action learning teams as culmination of, 377–380; content of, 371–373, 375–376; context for, 367–368; evaluation of, 380–383, 385–386; future of, 383–384; impact of, 383; lessons from, 384–385; objectives of, 370–371; support for development of, 368–369; team for designing, 369–370; techniques employed in, 374–375
- Laschever, S., 148
- Leaders: analysis of future required capabilities of, 6–8; selecting, 10–11, 36–37; as teachers, 72, 287; values of, 122–123. *See also* High-potential employees; Senior executives; Women leaders
- Leaders Teaching Leaders (LTL) program (McKesson): description of, 178–185; goal of, 175–177; tracking and reporting results of, 185–188
- Leadership: and business strategy, 58–60; common findings on, 99, 121–125; distributed, 99–100, 106, 132–133; 4E's

- framework for, 99, 125–132; as process, 27, 121–125; women's style of, 147. *See also* Collaborative leadership; Global leadership
- The Leadership Challenge* (Kouzes and Posner), 40
- Leadership Choice Model (Macy's), 279–280
- Leadership Choice program (Macy's), 290–291
- Leadership competency model: and leader selection, 10–11; process for developing, 7–8
- Leadership development: aligned with business strategy, 60–61, 66; creating adaptive capacity as goal of, xi–xii; lessons from Bank of America on, 310–312; lessons from Macy's on, 294–296; Linkage survey on, 413–431; methods for, after executive assessment, 46–48; as ongoing process, 27–28; six-phase approach to, xviii; tools for, 12–14, 37–38. *See also* Strategic leadership development
- Leadership development council: current leadership capability analysis by, 9–10; future business strategy review by, 5–6; future leadership requirement analysis by, 6–8; members of, 5
- Leadership development programs: common elements of, xv–xvi; methodologies used in, 46–48, 69–72; questions when executing, 222; reasons for failure of, 177–178; signature experiences created by, xvi–xvii; strengths-based, 204–207; tips on, from Cisco, 245–246
- Leadership development system design: basics of, 15–20; current leadership capability analysis for, 9–10; for executive team development program (Victoria, Australia), 252–257, 270–271; future business strategy review for, 5–6; future leadership requirement analysis for, 6–8; key stakeholders involved in, 5; leader selection and retention aligned with, 10–12; leadership development tools and processes aligned with, 12–14; performance management tools and processes aligned with, 14–15, 16, 17, 18; questions for developing, 216; steps for, 4–5; strategic questions as basis of, 4; tips on, from McKesson, 173, 177–178
- Leadership Edge program (Land O'Lakes), 365–386; action learning teams as culmination of, 377–380; content of, 371–373, 375–376; context for, 367–368; evaluation of, 380–383, 385–386; future of, 383–384; impact of, 383; lessons from, 384–385; methodologies employed in, 374–375; objectives of, 370–371; support for development of, 368–369; team for designing, 369–370
- Leadership Institute (Humana), 324–333; business simulator initiative of, 324–327; Real World Work initiative of, 327–330; Women in Leadership program at, 330–333
- The Leadership Pipeline* (Charan, Drotter, and Noel), 42
- Leadership Without Easy Answers* (Heifetz), 42
- Leading Big program (Yahoo!), 198–200
- Leading the Way* (Gandossy and Effron), 26
- Learning, distance, 282, 427–428. *See also* Action learning
- Learning Consortium (Humana), 318–323
- Lee, P., 274–275
- LEED model, 50
- Lencioni, P., 42
- Linkage Inc., 1; Global Institute for Leadership Development (GILD), 178, 181–182; support tools from, 185; survey on leadership development, 413–431

Ludeman, K., 355

Lyons, L., 34

M

MacGregor, D., xi

Macy's, 277–296; Accelerated Leadership Development Program (ALDP) at, 286–289; background on, 278–279; Fast Start program at, 289–290; Foundations for Leadership program at, 282–285; general information on leadership development programs at, 281–282; Leadership Choice Model of, 279–280; Leadership Choice program at, 290–291; leadership development in support of strategic changes at, 292–294; leadership strategy of, 280–281; lessons from, 294–296; Merchant Leadership Development Program at, 292, 293; My Macy's initiative at, 294; Performance Through People program at, 285–286

Making Common Sense (Drath and Palus), 43

Marcus Buckingham Company, 196, 205, 206

Martin, M., 297

Masculinity/femininity, 118–119

McCall, M., xii

McCallister, M. B., 317

McGahan, A. M., 83, 95n1

McGrew, A., 102

McKesson Corporation, 171–191; background on, 174; Leaders Teaching Leaders (LTL) program at, 175–177, 178–188; leadership development system at, 175–177; lessons from, 189–190; organizational culture of, 174–175; participation in Linkage's GILD program by, 178, 181–182; tips on leadership development system design from, 173, 177–178

Merchant Leadership Development Program (Macy's), 292, 293

Mergers and acquisitions: executive assessment in, 39; teachable moments with, 65

Metaphoric experience learning method, 69–70

Methodologies: development program, 46–48, 69–72; executive assessment data collection, 44–46; survey on, 426–429

Miles, S., 55

Misra, M., 313

Morgan, H., 155

Morley, I. E., 99

Motorola, 81

Muhammed, R., 136

N

National Center for Education Statistics (NCES), 144

Neal, A., 246

Nelson, S. E., 387

Networks of trust, 109–112, 114, 134–136

Noel, J., 42

Nokia, 80

Nordstrom, xii

O

ONSET Ventures, 91

Organizational culture: and Dell's executive coaching program, 354; and leadership development approach, 334; of McKesson, 174–175. *See also* Culture

Organizational structures, for innovation, 82–86

Ortiz, A., 34

Owens, J., 65

P

Palus, C., 43

Pandesic, 90–91

Passing the Baton (Vancil), 34

PepsiCo, best practice leadership development at, 64, 66, 68–69, 72, 73, 74

Performance management, 14–15, 16, 17, 18

Performance Through People program (Macy's), 285–286

Phillips, J. J., 73

Policinski, C., 367–368, 375, 380

Posner, B., 40

Power distance, 120

PricewaterhouseCoopers (PwC): background on, 392–394; best practice leadership development at, 64, 65, 66, 68; Genesis Park program, 391–392, 394–411

Procter & Gamble (P&G): in Europe, 112–113; innovation by, 81, 93; in Japan, 114–115; organizational transformation by, 80

Psychological instruments, assessment using, 46

Q

Questions: asking, in J&J leadership development program, 219; for developing executive assessment, 32, 52–53; for developing leadership development system design, 4, 216; when executing leadership development programs, 222

R

Ray, T., 229–230

Real World Work initiative (Humana), 327–330

Reference interviews, 45

Relationships: building, with globalization, 106–112; as focus of J&J leadership development, 214–215; importance of, at Yahoo!, 194

Reliability, of executive assessment, 39–40

Results: accountability for, of strategic leadership development, 62–63; measured in J&J leadership development program, 215–216; tracking and reporting, 178, 185–188

Retention: aligning tools and processes for, with leadership development system, 11–12; at Bank of America, 300; at Cisco, 74; at Dell, 345, 359; at Johnson & Johnson, 215; at Pricewaterhouse Coopers, 393, 408; at Yahoo!, 197, 204

Reyes, A., 362–363

Rhinesmith, S., 43

Riding Shotgun (Bennett and Miles), 42

Rioux, S. M., 62

Roberts, M. J., 91

Romine, A., 412

Rooke, D., 43

Rosier, R., 20

Ryan, N., xii

S

Sakkab, N., 93

Salob, M., 60, 61, 62, 63

SAP, Pandesic venture of, 90–91

Saslow, S., 61, 63

Sass, S., 363–364

Save the Children, 130–131

Scully, M., 254

Senior executives: involved in future leadership requirement analysis, 45; involved in J&J leadership development initiative, 213–214; support by, for leadership development, 67–68, 334

Signature experiences, xvi–xvii

Silverman, B. S., 83, 95n1

Simulations: collecting data for executive assessment with, 45–46; at Humana, 324–327

Sinfield, J., 96

- Small, D., 148
- Sobol, M., 35
- Stacey, R., 123
- Stakeholders: involved in leadership development program, 177; involved in leadership development system design, 5
- Stephenson, K., 134
- Strategic engagement, 115–116, 137
- Strategic leadership development, 58–75; companies with success in, 64; creating integrated architecture for, 67–69; developing leadership strategy for, 64–66; evaluating success of, 73–74; implementing, 69–72; principles for, 60–63; as process, 74–75
- Strategy, business: and leadership, 58–60; leadership development aligned with, 60–61, 66; review of future, 5–6
- Strengths, focusing on, xii, 204–207
- Stulmacher, A., 148
- Succession planning: and development of high-potential employees, 62, 63; executive assessment as component of, 35, 37
- Suhadolnik, D., 387
- Sundstrom, E., 254
- Surveys: Linkage, on leadership development, 413–431; 360-degree, 45
- T**
- Talent management: decentralization of, at Dell, 344–345; rating tools and processes for, 16
- Teachable moments, 65–66
- Teachers, leaders as, 72, 287
- Teams: action learning, 377–380; building, for innovation, 86–91; complementarity of capabilities of members of, 38–39; strengths-based development of, 205–206; structuring, in J&J leadership development program, 226. *See also* Executive team development program (Victoria, Australia)
- Tempest, N., 91
- Tesco, 109
- Test-retest reliability, 39
- 360-degree feedback, 45, 73, 159–160, 161, 425
- 360-degree surveys, 45
- Tichy, N., 288
- Tolbert, W., 43
- Toosi, M., 144
- Trompenaars, F., 118
- Trust: components of, 108; networks of, 109–112, 114, 134–136
- The 2008 Pfeiffer Annual Leadership Development* (Ortiz), 34
- U**
- Uhlmann, E. L., 149
- Uncertainty avoidance, 119
- Underhill, B., 363
- V**
- Validity, of executive assessment, 40
- Values: cultural, 118–120; of leaders, 122–123
- Van Beekun, S., 261
- Van Maanen, J., 254
- Vancil, R., 34
- Vigil, R. L., 335
- Vines, T., 142, 146
- W**
- Wage gap, for women, 143
- Walters, A., 148
- Washington Group International, best practice leadership development at, 64, 65–66, 68, 69

- Watkins, M., 301, 302
 Watts, D., 136
 Webcasts, 179–181, 185
 Wellbourne, T., 145
 Wellington, S., 143, 152
 Wellins, R. S., 62
 Westney, D. E., 254
 Wheeler, P., 167
Why CEOs Fail (Cairo), 42
 Wik, T., 167
 Williams, M., 167–168
 Women: brain chemistry of, 147; leadership style of, 147; negotiation by, 148–149, 151; statistics on, in workplace, 143–144; unique skills of, 144–146; wage gap for, 143
 Women in Leadership program (Humana), 330–333
 Women leaders, 140–165, 142; Alexcel model for coaching, 152–156, 159–161; barriers for, 147–149, 151–152; examples of coaching, 162–165; research findings on, 143–147; tips on successful internal coaching of, 156–159; tools for helping, inside organizations, 149–151
 Wylde, J., 144, 146, 162
- X**
 Ximei Liu, 162
- Y**
 Yahoo!, 193–208; brand reinforcement at, 204; components of leadership development system at, 199–202; Courageous Leadership program, 198–199, 200–202; evaluation of leadership development at, 202–203, 207–208; importance of relationships at, 194; Leading Big program, 198–200; psychological contract at, 195–196; strengths-based programs at, 204–207; themes underlying leadership development at, 196–198
 Yates, M., 139
 Yount, A., 363
- Z**
 Zemke, S., 388
 Zlevor, G., 229

