DEVELOPING AN ENTERPRISE LEADERSHIP MINDSET

by Douglas A. Ready, Project Lead, M. Ellen Peebles, and Chantal Olson
INTRODUCTION
In April of 2004, ICEDR Founder and MIT Senior Lecturer Doug Ready wrote an article for MIT Sloan Management Review, Leading at the Enterprise Level, which introduced the concept of leaders who are able to juggle the often conflicting needs and priorities of unit or division vs. the whole. They are accountable for the economic and social welfare of the enterprise, across businesses, functions, and locations. This involves tricky tradeoffs, as they are still accountable for delivering their own numbers and may need to make some sacrifices for the benefit of the enterprise as a whole. “Enterprise leader” isn’t a job title but rather a mindset.

But ten years after Doug Ready’s article was written, companies still have trouble developing leaders who are able to systematically think across silos. In our search of the literature and conversations with company executives, we have found broad acceptance of the concept but no advice on how to get there. Why is it so hard? We don’t blame the leaders themselves, though it requires courage, training, and practice. We think the larger culprit is embedded organizational dynamics.

Therefore, ICEDR embarked on a research project to uncover this rare breed of leader and study how companies develop them and put into place the organizational policies and practices that support these new behaviors.
DEVELOPING AN ENTERPRISE LEADERSHIP MINDSET
Anat Gabriel is General Manager of Unilever Israel. It’s a small operation inside of the world’s third-largest consumer goods company. Unilever boasts more than 400 well-known brands—like Dove and Lipton—sold in nearly 200 countries, serving two billion people on any given day. Gabriel’s unit sells the usual array of Unilever products, but it also has two major categories—a breakfast cereal called Telma and a line of snack foods—that aren’t available in any other geography. They’re strategic to her unit—“local jewels,” she calls them—and they account for about a third of her business.

What you do have in abundant supply are stakeholders, and they are pushing and pulling on you from every possible direction. You need to satisfy customers who want it their way while the group head office wants it another way. You’ve got analysts who are looking at your quarterly results while you’re trying to grow the business for the long term. You’ve got community leaders who say your carbon footprint is a disgrace while you are proud that the factories you have built have resulted in the creation of thousands of jobs in those same communities. And you’ve got employees who are excited about the business unit that they’re working for but don’t appreciate the pressures put on you to cross-sell some other unit’s products, which may be slowing down your own unit’s growth.

“Let’s face it. It’s easier to be a silo leader,” Gabriel said. “Far too many people think in a uni-dimensional manner. We need people who can think more broadly, see patterns, and translate broad objectives into local action initiatives. This is a more complex leadership challenge, it takes more energy, and it is simply harder to do, but the payoffs to both Unilever and to that leader are huge. People who think and behave this way have more career options at Unilever.”

I’m a bridge builder…that’s what I do. To be successful, I must work with my team to align our agenda locally in Israel with the broader Unilever enterprise agenda. I need to help my people see how the pieces of the puzzle fit together.

ANAT GABRIEL, General Manager, Unilever Israel

Unilever expects Israel to invest in and build the company’s global brands. But Gabriel’s unit still has to make its numbers, which means she has to invest in and build those local jewels. She is not able to receive much formal support on that front from Unilever’s head office because these brands aren’t offered anywhere else in the world, even though Telma has to compete with global powerhouses Kellogg and Nestle. In other words, Gabriel has to make tough choices about where to direct her resources every day. And her team doesn’t always understand the tradeoffs, because some decisions inevitably take away from local initiatives. “‘Unilever First’ is a key part of our culture and values, but so is demonstrating deep loyalty to our customers,” she told us. “I’m a bridge builder…that’s what I do. To be successful, I must work with my team to align our agenda locally in Israel with the broader Unilever enterprise agenda. I need to help my people see how the pieces of the puzzle fit together.”
Managing this series of embedded tensions requires a mindset that goes against the grain for people who have succeeded in their jobs by focusing intently on their own silo—whether that silo is a function, business unit, or geography.

Managing this series of embedded tensions requires a mindset that goes against the grain for people who have succeeded in their jobs by focusing intently on their own silo—whether that silo is a function, business unit, or geography. We believe, however, that Unilever’s Anat Gabriel and other leaders around the world facing similar challenges, who possess the ability to simultaneously advocate for their businesses while also aligning their teams in support of their Groups’ core visions, strategies and values represent nothing less than the profile of the effective leader of the future. Gabriel readily acknowledged that at a certain point in her career, what she needed to learn was what it really meant to become a member of Unilever’s enterprise leadership team. We are not referring to a job title or a certain appointment, but rather to developing the mindset of an enterprise leader. “I am a very good business builder—a dedicated advocate. I had to learn how important it was to also be a bridge builder, a translator, an aligner. But once I did, I became a much more effective leader by being equally accomplished at advocating and integrating.” Our research shows that leaders who can successfully navigate this dual challenge of balancing unit advocacy while enrolling a team in contributing to the group’s collective ambition are in very high demand, yet are exceedingly rare.

In this paper we’ll look at the work of an enterprise leader, drawing upon interactions from teaching thousands of such leaders in enterprise leadership programs from companies around the world; from analyzing data from a survey we designed and implemented; and from in-depth interviews we conducted with executives from the Americas, Europe, and Asia. (See About the Research)

We will look at the critical role these leaders play in today’s highly competitive businesses and why we have a shortage of people who have what it takes to lead successfully at the enterprise level, pointing to forces such as organizational culture and reward systems that have either intentionally or unintentionally reinforced the cultivation of silo leadership. We will lay out what we believe is a new set of skills and perspectives that enterprise leaders need in order to be effective in today’s complex world—and we will argue that there are subtle but important differences in how we learn leadership’s skills vs. how we learn to develop an enterprise leadership mindset. And finally, we’ll offer recommendations on what your company can do to develop your next generation of enterprise leaders.
THE ENTERPRISE LEADER’S ROLE


Builder and Broker

Many outstanding minds have invested a good deal of energy creating a strong understanding of what effective leaders do, and as a result, we have learned a lot about the skills and perspectives leaders need in order to thrive. Successful leaders are often defined as those who are strong builders—they build visions, strategies to implement those visions, as well as the teams required to execute their units’ strategies. They build passion and enthusiasm in their teams by enrolling them in their units’ challenges. They are outstanding advocates in every sense of the word. They are the doers. They get things done through others and they create differentiated value for their customers, their clients, their companies and their shareholders.

But as these leaders progress in their careers they begin to take on more and more responsibility not only for their businesses, functions, or countries, but for the enterprise as a whole. We heard this over and over again in all of our interviews; we saw it in the survey data; and we discussed it in our teaching sessions. We are not talking about an either-or proposition here. In a sense that would be an easier challenge—to shed one’s old ways of leading and to learn a new one. Rather, it’s a much more complex leadership development challenge, which is why so few companies feel they have an abundant supply of outstanding enterprise leaders. The challenge is this: great enterprise leaders must excel at being both advocacy-oriented builders and integration-minded brokers. Make no mistake—being an effective builder is critical to every organization’s success, and we are not suggesting in any way that senior leaders should now focus their attention only on being synthesizers, aligners, translators, and bridge builders. But these are the exact terms that people used time and again when describing their roles, when we asked companies to let us interview individuals whom they considered to be their most effective enterprise leaders. They viewed their builder role as table stakes but their broker role as the difference maker.

Rod MacKenzie is Pfizer’s Group Senior Vice President and Head of Pharma Therapeutics Research and Development. “I run three huge therapeutic areas for Pfizer, but there are other established and emerging businesses outside of my silo,” he said. “So I have at least two major tensions to reconcile all of the time—my own operating budget internally—that is, which areas to continue investing in vs. the inevitable cost tradeoffs; and trying to do what’s right to support those emerging businesses outside of my domain. The only person who can probably be truly agnostic about investment decisions is Ian Read, our CEO. The rest of us struggle with simultaneously advocating for our businesses while also doing the right thing for patients and for the company as a whole.” It is circumstances like these when artful brokering is critically important. “You have to understand that we work in a world where 90% of what we attempt fails. You have to understand that we work in a world where 90% of what we attempt fails.”

ROD MACKENZIE
Group SVP &
Head of Pharma Therapeutics Research and Development, Pfizer

"You have to understand that we work in a world where 90% of what we attempt fails."

ROD MACKENZIE
Pfizer

So, what is this brokering role that we are talking about? New York-based Pfizer is one of the world’s largest pharmaceutical companies, founded more than 150 years ago. Pfizer provides a strong portfolio of new and innovative medicines, established drugs, and vaccines. It develops and produces medicines and vaccines for a wide range of medical disciplines, including immunology, oncology, cardiology, diabetology/endocrinology, and neurology.
“If I were to just look at my calendar today, and look at what I have been doing all day, it is advocating for Vaccines but also aligning my team with Pfizer’s enterprise vision and strategy.”

SUSAN SILBERMANN, Pfizer Vaccines

I needed to be ready to move from very specific discussions about our business strategy to a very broad dialogue about where Pfizer as a whole is going, and where we can contribute the most.”

Let’s look at another example of a company that has learned the importance of developing leaders who are skilled at brokering as well as building. Leonard Lane, Managing Director of the Fung Academy and Advisor to the Chairman at Li & Fung, explained how he sees it at his company. Li & Fung, based in Hong Kong, is a world leader in consumer goods design, development, sourcing, and logistics, with 28,000 employees across 300 offices and distribution centers in more than 40 different markets. Its sourcing network encompasses more than 11,000 vendors around the world. He told us, “Li & Fung is a network orchestrator. We take an order and disaggregate it to a variety of vendors. Let’s take the building of a parka. The down might come from one source, the zipper from another, Thinsulate from a third party. We orchestrate each order across the appropriate part of our vendor base. We create value by sharing knowledge across the entire value chain, not in any one place. We need leaders who are entrepreneurial but also committed to collaborating across silos to get the job done.”

To reinforce his message Lane connected us with Paul Raffin, President of the Footwear Division of Li & Fung’s Global Brands Group. Among the division’s many holdings is the Frye Footwear Company, the iconic manufacturer

“We need leaders who are entrepreneurial but also committed to collaborating across silos to get the job done.”

LEONARD LANE, Li & Fung
of boots and work shoes. Frye was founded by John A. Frye in 1863 and is thought to be the oldest continuously operating shoe company in the United States. Raffin explained that the footwear industry has largely migrated from selling products that were artisans’ crafts to somewhat of a commodity business, with razor-thin margins and strong online sales infrastructures. “This is how our products are sold now—direct-to-consumer, online, and no back stock in inventory. This is how customers shop. Today’s customers are moving faster than companies. Not only did the division need a transformation, but I needed to transform my thinking to develop an entirely different mindset,” said Raffin. He credits a former boss with helping him see that he needed to make that transition. “I used to be a command and control manager, but now I am an empowering leader. I used to hoard knowledge but now I share it.

I share what’s happening in the Group head office at Li & Fung and then try to align those challenges with ours at Frye. And now it’s not just me. We have created a culture and a mindset where knowledge is brokered for positive action. Every team member has an accountability to listen, to translate and to act. Things bubble up and are driven down. This is how we’ve built the trust we needed to truly transform.”

And yet when we asked company leaders and HR professionals about the obstacles to developing enterprise leaders and building stronger cadres of enterprise leadership teams, they focused not on the challenges of the job itself but on organizational barriers. Most often they cited strong organizational cultures that shed praise on builders and rainmakers; reward systems that reinforced a silo-performance-first mentality; entrenched

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PAUL RAFFIN, Li & Fung

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**TABLE 1: Next-Generation Enterprise Leadership Effectiveness**

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<thead>
<tr>
<th>BUILDERS</th>
<th>and</th>
<th>BROKERS</th>
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<tr>
<td>Storytelling about our journey</td>
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<td>Translating purpose into meaning</td>
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<tr>
<td>Motivating talent and teams</td>
<td>&gt;</td>
<td>Building a distributed leadership capability across the enterprise</td>
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<td>Building unit capabilities</td>
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<td>Facilitating cross-border know-how</td>
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<td>Keeping promises made</td>
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<td>Reconciling paradoxes when problems seem unresolvable</td>
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<tr>
<td>Developing talent and teams</td>
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<td>Brokering talent across the enterprise</td>
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habits—most people grew up in silos, so they didn’t feel the impetus to change unless there were consequences for not doing so; and the assumption was that if you hit your numbers “they” would leave you alone.

What this told us was that organizations are set up to develop strong building skills—and not the critical brokering skills so many of the top leaders we talked to told us they need. And yet, despite the fact that so few resources were being devoted to deliberately developing enterprise leaders, the top executives we polled also said they wanted their high potential leaders to start exhibiting these behaviors from a fairly young age, even if they weren’t yet in a position to influence activity outside of a particular area of the business. Mackenzie, like others we spoke with, emphasized how important it is for young leaders to understand the context they’re operating in. And Michael Gladstone suggested that the earlier you can plant the seeds of an enterprise mindset, the better. “Even if people do not ultimately become senior leaders, it’s helpful for them to think broadly. It’s the senior leader’s responsibility to instill enterprise thinking in the level below, and for that level to instill it in the level below, and so on. Every colleague in the organization, no matter how narrowly focused their role, should be thinking about the enterprise and how what they are doing is ultimately helping the patients that we serve.”

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MICHAEL GLADSTONE, Pfizer

How, then, did these game-changing enterprise leaders with whom we talked actually learn how to be both advocacy-oriented builders and integration-minded brokers? It isn’t easy.
THE ENTERPRISE LEADER’S MINDSET
“It’s hard... no, it’s exhausting—not only being an effective enterprise leader but trying to develop them,” says MacKenzie at Pfizer. “A lot of leaders don’t stick around long enough to learn how to become artful brokers. They do the building, enhance their personal brands, and then move onto another position, where they continue to strengthen their building credentials. Brokering takes more time to learn how to do effectively—we are talking about developing perspective, the capacity to consider a problem and place it in a broader context. It’s a matter of developing a mindset, really—a way of thinking about the world around you. You won’t find these lessons in any training program from a course catalogue.”

This intrigued us. Being an effective enterprise leader meant excelling at both building and brokering. All of the leaders we spoke with indicated that they were already accomplished builders: their development challenges were primarily focused on brokering skills. Mastery of the brokering role is highly dependent on cultivating a new mindset—one that’s suited to living with the tensions inherent to the job. What then are the elements or component parts of the mindset of the enterprise leader, and how were these effective enterprise leaders we interviewed able to learn to develop it?

ROD MACKENZIE, Pfizer

“Brokering takes more time to learn how to do effectively—we are talking about developing perspective, the capacity to consider a problem and place it in a broader context. It’s a matter of developing a mindset, really—a way of thinking about the world around you.”

The Enablers and the Senses

The enterprise leaders we talked to told us that a series of learning opportunities served as enablers for them to develop what we refer to as the six senses of the enterprise leader’s mindset.

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TABLE 2: Developing an Enterprise Leadership Mindset

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<tr>
<th>ENABLERS</th>
<th>that led to</th>
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<tr>
<td>Cultural absorption</td>
<td></td>
<td>a heightened sense of place</td>
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<tr>
<td>Cross boundary experiences</td>
<td></td>
<td>a broader sense of context</td>
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<tr>
<td>Coaching, mentoring, observation</td>
<td></td>
<td>a sharper sense of perspective</td>
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<tr>
<td>Network cultivation</td>
<td></td>
<td>a powerful sense of community</td>
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<tr>
<td>Self-inquiry</td>
<td></td>
<td>a deeper sense of personal purpose</td>
</tr>
<tr>
<td>Integrative thinking</td>
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<td>a more resilient sense of self</td>
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The six enablers and senses of the enterprise leader’s mindset

We’ll look at each component of the enterprise leader’s mindset and then illustrate how these enablers and senses work together to build a more resilient sense of self, which most of our interviewees viewed as the most critical component of the enterprise leader’s mindset.

A HEIGHTENED SENSE OF place

Many of the enterprise leaders with whom we talked referred to their companies as a “special place.” They felt what made their companies unique. To have a deep sense of place is to understand what a company’s essential identity is—so much so that they could tell stories about how this special identity served as a source of competitive advantage. For Paul Raffin, for instance, it means understanding and respecting Frye Boots’ deep history of individual craftsmanship and what it means to customers to own a pair of Frye Boots, as well as the benefits of modular manufacturing. Similarly, for Anat Gabriel, it means having a deep understanding both of Unilever’s global reach and what the local jewels Telma and the snack foods mean to Unilever’s corporate culture. We don’t mean just having a sense of “how things are done around here”—the typical definition of culture. These leaders became one with their organizations’ cultures. Some of this is done explicitly, and it was remarkable how large a role the top leaders played. Both Unilever’s CEO Paul Polman and Pfizer’s chairman and CEO, Ian Read, emphasized their own responsibility here. “What is often underestimated by leaders is the enormous influence they have in shaping and bringing to life a company’s culture,” Read told us. For Polman, keeping the focus on the fundamental purpose of the enterprise is the key to transcending a unit viewpoint. “In any important meeting I tell my team to envision a consumer from an emerging market at the center of the table,” he told us. “That consumer might well be a poor woman living under difficult circumstances. If we can make her life a little easier, provide affordable nutritious food to improve the lives of her family—a family that might be going to bed hungry—maintaining that image makes silo warfare conflicts seem pretty trivial.”

But it was what the top executives did, even more than what they said, that created that powerful sense of place in the enterprise leaders themselves. Consider how important role modeling has been to Deepika Rana, Li & Fung’s executive...
director for sub-Saharan Africa. “If there is one organization in the world that requires leaders to be both builders and brokers, it is Li & Fung,” she says. And that starts with Chairman William Fung and Group Chairman Victor Fung. “They are disciplined builders yet remarkable brokers. They do not shy away from stressing the importance of building a high-performance culture and keeping cash flow positive. They are big believers in building lean, fast, and agile operations. Yet, at the same time, and especially after a period of great growth following a string of dozens of acquisitions over a 15-year period between 1995 to 2010, William and Victor also became big believers in the importance of cultural integration, of knowledge sharing, and of stressing the importance that Li & Fung’s many local entrepreneurs develop a passion for contributing their know-how to the group’s ambitions.”

WILLIAM FUNG
Chairman, Li & Fung

Academy’s Leonard Lane, it wasn’t always the case that William and Victor were equal champions of building and brokering. As in most companies, he said, they were focused too much on growing builders. “If you wanted to learn how to become an entrepreneur, you came to Li & Fung. But the world changed, and our customers wanted more integrated solutions. Our silo-focused entrepreneurs began to recognize the need to collaborate across boundaries to deliver what our customers wanted. That’s when we realized we needed to start developing an enterprise mindset—if anything, focusing even more on cultivating brokering skills than on building. We needed to learn how to broker capabilities across the businesses in our network. Once we learned how to do that the whole network made gains.”

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WILLIAM FUNG, Li & Fung

The point here is not just that the two top executives believe in the dual role but that observing them made Deepika Rana realize: “If they can act this way, why shouldn’t I?”

Still, authentic tone-setting is no easy challenge for CEOs and executive leadership teams. Most CEOs had to learn to appreciate the power and value of artful brokering among their leadership teams. For instance, says Fung suppliers were dealing with different Li & Fung employees for each business. Now the account is organized by category—sweaters, denim, knits, and woven—and there’s one team for each vendor. The people on each team now have a full view of the business within their category.

DEEPIKA RANA
Executive Director for Sub-Saharan Africa, Li & Fung

CARMEN CHAU
Executive Director, KS Sourcing Stream, Li & Fung
A BROADENED SENSE OF context

These enterprise leaders demonstrated a comprehensive understanding of the business; they were able to articulate how the various pieces of their companies fit together. The enabler that facilitated this broadened sense of context came through a variety of postings that spanned boundaries of place, unit, and function. These experiences also widen their world view, again enabling these leaders to share stories of where and how Unilever, Li & Fung, or Pfizer fit into the broader world stage—and why their work is important.

Some of our interviewees spoke of these experiences as intense, crucible assignments. Gabriel at Unilever, for example, described a previous job where she had to learn how to manage the inevitable conflicts between local and global demands. She was tapped for an international assignment as a country manager at a large, global pharmaceutical company, where she had two bosses. One was local, the other global, and their interests were often in direct conflict. Her local boss was focused on maximizing short-term profits, while the global leader was more interested in the big picture, long-term performance. The local manager paid her salary—but the global manager influenced her performance reviews, which also affected her rewards, even if in a more indirect way. If either boss wasn’t happy, he could get her fired, so she had to quickly learn to balance the inherent tensions, a skill she’s carried with her in subsequent jobs, and one she credits for achieving the GM role at Unilever in Israel.

Gabriel’s experience underscores the point that the value in crossing boundaries is not just to gain experience switching from one unit or function to another but to learn how to deal with competing imperatives at the same time and to think about how different units, cultures, and ways of thinking fit together and into the wider corporate whole.

Thus Pfizer’s Michael Gladstone sent Dawn Halkuff to Japan only temporarily, expecting that when she came back, her broader perspective would be even more important to her leadership effectiveness than a turn at running the healthcare initiative within the group would have been. She returned to the U.S. with a

Thoughtful rotations of this sort, in which people cycle back to a previous unit, rather than moving sequentially ever forward, encourage people to hold multiple perspectives at the same time, rather than substitute one for another. Taking a multifaceted view of the two postings himself, Gladstone saw the move as a win-win-win, as he gave a less-experienced manager the chance to lead the healthcare initiative, gave Dawn international experience, and—as he moved to help out a colleague even at the cost of some traction in his own domain—sent a powerful message to his colleagues: we are all Pfizer employees first, regional second.

“
My experience set helped me the most. I had global roles, functional roles, business roles—and it gives you a perspective that helps this make sense.

ROHIT JAWA, Unilever

better appreciation of cultural differences, as an even more effective listener and adaptive leader than she had been before, and with first-hand experience seeing how the “center” interacts with the countries and how business units interact with one another overseas. She has, Gladstone told us, more of an enterprise mindset. “She’s more effective at seeing how the pieces of the puzzle fit together and I notice her contributions to my leadership team meetings are much less focused on her business and more focused on how to improve the enterprise.”

Unilever also sees the value of short-term assignments in developing a more multifaceted view of their work as enterprise leaders take new experiences back with them to old contexts. CEO Polman described for us the Unilever
Ambassador Program, which enables employees to spend several weeks at an NGO working in an impoverished area, helping with health and nutrition services. “Developing global awareness cultivates a stronger enterprise perspective,” he said.

Consider Osita Abana, an assistant communications manager from Nigeria, who served as the Unilever Global Ambassador for Save the Children in 2014. In partnership with an NGO, he worked to address malnutrition in Bangladesh, one of the key reasons that one in 19 children in the country doesn’t make it to their fifth birthday. Those that survive often suffer ongoing health problems and have difficulty becoming productive workers. Abana met health workers and mothers in villages in the south-east of Bangladesh and learned how simple solutions such as teaching women how to correctly position their babies for breastfeeding or set up vegetable gardens to not only feed their families but to provide a source of income.

Orchestrating cross-boundary experiences has become a way of life at Unilever. “We look more like the Foreign Service when it comes to moving our people around the globe,” quips Polman. This is in part a natural byproduct of its history and global operations. “We are blessed to have a long history in emerging markets—more than 100 years—so our employees develop a high awareness of what’s going on in the world,” he explains. But it is also the result of deliberate decisions about the way performance is judged and people are promoted. “None of Unilever’s senior executives have worked in only one market—not one. We broker talent around the world, and I believe there is no better way to develop an enterprise mindset than to see a variety of pieces of the enterprise from a practical perspective.”

It is their strong sense of the broad context that these leaders draw on when it comes time to ask their staffs to take one for the team. We saw this, for instance, at Pfizer, where the Innovative Products operation had a drug whose patent was due to expire shortly. Liz Barrett, who is regional head of Innovative Products for Europe, told us that the decision was made to move that drug to the Established Products division early, in advance of the expiration schedule, to give the Established Products unit extra time to develop and execute a marketing plan. This was a blow to the Innovative Products team, because it would cost them revenue and force a reduction in sales staff. But, as Barrett explained, their short-term loss was in the best interest of the company as a whole— and, in fact, of the innovative division itself. Its real work—and the value it creates for Pfizer—is discovering and marketing new products; that’s where their resources were more effectively spent. What’s more, giving the established products team a head start could ultimately mean more revenue for Pfizer as a whole, meaning more opportunities to underwrite ongoing product innovation.
A SHARPENED SENSE OF perspective

While a heightened sense of place and a broader sense of context are important, outstanding enterprise leaders also have developed a sharpened sense of perspective—so that they see the picture, but they also appreciate the pixels that make up the picture, as Yaw Nsarkoh, Managing Director of Unilever Nigeria, said to us. Nsarkoh told us that he takes every opportunity to learn from bosses, peers, subordinates—and particularly the consumer—all of which helps him more readily appreciate different management styles instead of forcing his own. That type of perspective-seeking is critical in a multicultural workplace. And it informs his view of how the company plays in the market, allowing him to reconcile seemingly conflicting priorities. So, for instance, if a talented employee leaves the company to join a competitor serving the same community, he’ll feel the loss—he’ll see that a pixel has changed—but he’s reconciled to it because he keeps the big picture in mind; he knows that his former teammate will still be helping Africa.

We know that most learning takes place through the job assignment. But experience, even carefully crafted, goes only so far in developing an enterprise leader’s mindset. How efficient is that learning if bosses continue to place people in challenging stretch roles but then subscribe to the “cream rises to the top” theory of leadership development? The key enablers for perspective are coaching, mentoring, and observation. “We don’t just throw our high potential enterprise leaders into a job and hope that good things will happen,” says Unilever’s Jonathan Donner. “We identify stretch assignments for these high potentials—but then make sure they are coached and mentored, and networked with other enterprise leaders in Unilever, so they feel as though they have a variety of lifelines in those choppy waters.”

Certainly, the impact of tone setting, role modeling, and cross-boundary experiences will be diminished if they are not combined with rewards and consequences that reinforce it, and in particular support for the brokering aspect of their dual role. This should go without saying, but it can run counter to prevailing cultures even in the organizations where enterprise leaders thrive.

Tanya Clemons, Senior Vice President and Chief Talent Officer for Pfizer, put it this way: “Our leaders are naturally inclined to be builders. After all, that’s how they have been promoted and rewarded up until now. But as we become ever more clear that great enterprise leaders need to excel at both building and brokering we need to begin rewarding them for these new skills as well, and we are starting to do just that...It’s happening, but it takes time.”
inevitably that means rethinking many time-honored ways leaders are judged, rewarded, and promoted. Says Clemons: “We are finding less and less value in traditional performance ratings. There is too much pressure to migrate to the norm.”

Instead, Pfizer is taking a more personalized, and distinctly high-touch approach. “What we are doing is helping our leaders be better providers of specific, developmentally focused feedback and coaching, and this is making a big difference…and we don’t mean just hiring an external coach. Our chairman gets right into things. In particular, he coaches Pfizer’s senior leaders on external aspects of their jobs they may have had little experience with in earlier roles – helping them understand the nuances of dealing with the media, with Congress, with analysts, and community leaders.”

Constructive feedback in the moment from bosses can have a powerful reinforcing effect on aspiring leaders and prompts them to similarly encourage enterprise thinking in their own people. Liz Barrett at Pfizer told us that she’d learned first-hand about the power of in-the-moment feedback in a previous job, when she was at another pharmaceutical company. She’d enjoyed great relationships with the people reporting to her but was neglecting relationships across other functions. In other words, she was an outstanding builder of talent, skill, and morale within her unit but, to use our language, she hadn’t yet learned to behave as an artful broker. Her boss gave her that candid feedback, and it helped her see that the whole was bigger than her domain. She’s taken that lesson with her. “My responsibility is to make sure I help develop top talent. In my development activities for others I am honest with people. And I often hear people say ‘no one ever told me that before.’ But they appreciate it—as long as they feel like you’re helping them.”

“Constructional knowledge is brokered for positive action. Every team member has an accountability to listen, to translate and to act. Things bubble up and are driven down. This is how we’ve built the trust we needed to truly transform.”

One other thought- these leaders didn’t just learn from receiving coaching and mentoring from above; some of them stressed the point that they were students of peers and subordinates. As Unilever’s Yaw Nsarkoh put it: “I am not a superhero. Yes I have learned from Unilever’s senior executives but I have also learned from factory workers. I have learned from listening to people—

As we become ever more clear that great enterprise leaders need to excel at both building and brokering we need to begin rewarding them for these new skills as well.

TANYA CLEMONS, Pfizer

At Frye, Paul Raffin also credits feedback from a former boss with helping him sharpen his enterprise perspective, which he is similarly paying forward. “I used to be a command and control manager…I used to hoard knowledge. But now I share it. I share what’s happening in the group head office at Li & Fung and then try to align those challenges with ours at Frye. And now it’s not just me. We have created a culture and a mindset where in trying to understand what causes their behavior- then trying my best to help them do their best.”
A powerful sense of community

We know from our prior research on high potential talent that people are drawn to peer networks that challenge and support them simultaneously. (Are you a high potential? HBR, Ready, Hill, Conger). The same is true for more senior-level enterprise leaders. Savvy companies are not leaving it to the enterprise leaders themselves to find and connect with one another.

Susan Silbermann, for instance, is involved in Pfizer’s Chairman’s Challenge Program, which she explains is “an opportunity for Pfizer’s most senior-level enterprise leaders to not only learn from the chairman and our executive committee but for us to engage in deep dialogue with one another and create that all-important peer learning group.” The program, as its architect Tanya Clemons describes it, is a 13-month learning journey, focusing considerable time and resources on a highly selected group of only 13 participants—the next generation of Pfizer’s executive leadership team. Participants take on a particular business challenge and work closely with executives inside and outside the company to develop solutions. One team, for instance, recently took on a global health initiative, partnering with an NGO and supported by talent coaches to study healthcare needs in emerging markets and develop recommendations for the NGO executives. It was a significant investment of time, but, in the words of one participant, “great team-building beyond what would have happened through any other program.” Another described it as “well worth the time investment on so many levels—personal reflection, understanding the complexity of doing business in emerging markets, and building deep relationships with peers.”

Unilever runs a dialogue session very similar to Pfizer’s Chairman’s Challenge—the Unilever General Management Development Program. This program is owned in every sense of the word by CEO Polman. Again, the program is restricted to very few participants—just 14 per session—allowing for deep dialogue, peer learning, introspection, and self-reflection, which culminates in a commitment to act as an enterprise leader following the program. “We don’t teach strategy, finance or marketing in these sessions. These people wouldn’t be in this class if they weren’t skilled business builders,” Polman says.

The Fung Group is facing somewhat of a different challenge from Unilever and Pfizer. The company’s Fung Academy is focused on what they call their Accelerated Learning Process. Because many of their leaders have emerged...
All three programs help enterprise leaders make critical horizontal and vertical connections—enabling them to cultivate peer networks across the enterprise and also affording them direct access to the topmost tier of corporate executives.

from the hard-scrabble environment of emerging markets, virtually all with shoe-leather entrepreneurial credentials, the Fung Academy focuses attention on providing formalized management and leadership training—but with the right dose of brokering skills development: influencing without authority, managing in a global matrix, the art of persuasion, communication skills, and mobilizing teams. Some courses are run by prestigious business schools (MIT and Stanford) but the rest is home-grown course development. The classes are larger, as the company is highly motivated to scale up its enterprise leadership thinking.

All three programs help enterprise leaders make critical horizontal and vertical connections—enabling them to cultivate peer networks across the enterprise and also affording them direct access to the topmost tier of corporate executives. Discussion sessions led by corporate leaders help participants explore what it means to lead at the enterprise level.

It is hard to understate the importance of these connections and the strength enterprise leaders draw from their peers, which many said provided them with the staying power to accomplish extraordinary things, even though they all acknowledge they were clearly ordinary people.

A DEEPENED SENSE OF purpose

The enterprise leaders with whom we talked spoke with exceptional passion about their careers and their companies. They had a visceral connection to the work they did and to the people around them. That’s partly due to the personal fulfillment these people found in their work, but even more the result of their reflection, introspection, and willingness to change as leaders. For every one of them it was deeply personal.

Paul Polman, for instance, is profoundly invested in sustainable living, and he lives easier. “People want to work for a company with a sense of purpose,” Polman told us. “When you find your real purpose, you can pursue it with passion.” That passion translates to successful solutions for both Unilever and its customers.

"When you find your real purpose, you can pursue it with passion."

PAUL POLMAN, Unilever

drives that sense of purpose through in the company’s strategy, its values, and the way it is run. The company’s business goals remain ambitious—the strategy is to continue to grow aggressively while reducing the company’s environmental impact and increasing its positive social impact. This commitment can pose some dilemmas for Unilever’s managers. In procurement, for instance, employees are expected to keep costs to a minimum, in order to stick to their targets. When they have to factor sustainability into all of their decisions, their financial results can suffer. When such conflicts arise, he expects his employees to elevate decisions to an organizational level where managers have the authority to consider the tradeoffs and adhering to Unilever’s purpose while remaining fiscally responsible.

The company’s Ambassador Program is also designed to imbue employees with a sense of purpose, sending them into the field to work alongside consumers—seeing the challenges they face daily and working toward ways to make their
Li & Fung’s Deepika Rana told us that the sense of purpose as it’s communicated by Victor and William Fung has inspired her in her work. While the company is results-driven, the brothers also demonstrate a “softer side, a more human side” that is integrated into the way Li & Fung functions. In particular, they show a sincere commitment to family values.

“Li & Fung’s Deepika Rana told us that the sense of purpose as it’s communicated by Victor and William Fung has inspired her in her work. While the company is results-driven, the brothers also demonstrate a “softer side, a more human side” that is integrated into the way Li & Fung functions. In particular, they show a sincere commitment to family values.

They have set an example of leading from the front and are building a top down and bottom up belief in the culture and values of the company.

“DEEPIKA RANA, Li & Fung

“One example I can never forget is when a young man—a sole breadwinner with two small children—who had worked with us for only six months discovered that both his kidneys were failing and his days were numbered. I can never forget the look of hopelessness in his face. I called William and he explained that misfortune can happen to anybody at any time; when trouble hits you or your team that’s the time when your principles should guide your actions. We got the direction to support him and his family completely, to the best of our ability. We took care of not only his medical expenses—which were exponentially higher than his insurance cap—but rehabilitating him after a difficult surgery, bringing the office together on a donation drive, ensuring he was nurtured back to health, and securing his job for his return almost a year later. In the process, we built so much faith in the office...everyone came together for a common cause, but the underlying feeling was a sense of pride and security that when the chips are down, the company will stand by all of us.

I have seen many examples of the Fung Principles guiding their behavior...I would get personal calls from either of the brothers checking up on an employee’s wife, child or parent. They have set an example of leading from the front and are building a top down and bottom up belief in the culture and values of the company. Li & Fung is known to be frugal and we put most of our earnings back into the business. However, when it comes to our people, we see a complete generosity of spirit, support, rewarding loyalty, and inspiring the confidence that no one is alone when there is trouble. William and Victor’s principles have inspired me to develop an organization whose actions are driven by creating winning teams, inspiring loyalty and commitment, encouraging courageous innovation—and thus achieving and often exceeding our bottom and top line goals. The goals are always the same, but the Fungs have long stated that their people are their biggest asset, and they have used this asset to leapfrog into success over the last decade. Over the last decade I have only seen the brothers personally always stand for what is right, whether it’s for the vendors, the factories, the customers, or staff.”

Self-inquiry was the enabler that allowed these leaders to connect their own purpose with that of the enterprise, which in turned deepened their capacity to draw lessons from all the other avenues. The greater their self-knowledge, the more they learned how to optimize a cross-boundary move—by knowing where to seek help and guidance and knowing what it was they hoped to learn from a particular experience. The more they knew of themselves, the more deliberate they could be with regard to the kinds of networks they needed to cultivate to continue their development. Deeply felt connections between their own purpose and the corporate vision turned CEO’s expressions of culture into critical teachable moments, rather than some speech or story that might otherwise have had less meaning.
A MORE RESILIENT SENSE OF self

“We need to create an organization that is fit for the future, and to do that we need leaders who are fit for the future. We can’t build a next-generation company with a last-generation leadership mindset,” says Unilever CEO Polman, succinctly summing up a sentiment we heard from every top leader we interviewed.

“It actually took my leaving Unilever to realize what a special place this is,” stated Laurent Kleitman, Unilever’s CEO for Russia, Ukraine, and Belarus. “I was recruited away by a highly regarded consumer products company. Before long I realized how internally-focused that company was in its thinking—plenty of rules and loads of metrics. What I missed about Unilever was how much trust our senior leaders place in people to do the right thing for our consumers. If conditions on the ground change here, and believe me they change a lot in this region, I am empowered to change our processes overnight if necessary. In the Ukraine, given the uncertainty caused by political unrest, I had to completely transform my supply chain in four weeks.” Many leaders would be overwhelmed by the nature of the challenges facing Kleitman. Yet, he is not only surviving, he is thriving and growing Unilever’s business in this tumultuous region.

As I learned to work in a new way, I developed better relationships and learned how to mobilize my team for the greater good, which enabled me to deliver more value for the company, and I just felt better.

BILL CARAPEZZI, Pfizer

How are Kleitman and the other effective enterprise leaders with whom we talked able to see the importance of the pixels and the picture simultaneously? By integrating their heightened sense of place; their broadened sense of context; their sharpened sense of perspective; their powerful sense of community; and their deepened sense of purpose these leaders developed a more resilient sense of self. They believe so strongly that they work in purpose-driven enterprises that they have learned not to sweat the small stuff. Their exposure to a variety of cultures and different business conditions has enabled them to abandon one-size-fits-all thinking. Their reliance upon and trust in one another enables them to share successes and combat difficulties together. They learn from their mistakes, they change and they grow and they wouldn’t have it any other way.

Listen to the words of one of Pfizer’s enterprise leaders Bill Carapezzi, Senior Vice President for Finance and Global Operations: “The way I felt about myself and the negative relationships I developed working with people with a territorial approach was no fun. Everybody was watching the borders. As I learned to work in a new way, I developed better relationships and learned how to mobilize my team for the greater good, which enabled me to deliver more value for the company, and I just felt better.”
"We talk a lot about being a purpose-driven enterprise—but we don't stop there. We challenge our enterprise leaders to align their personal purpose with the company's mission and purpose, and we ask them to identify specific actions they will take to align the two. We also challenge them to pay it forward by committing to our rock-solid belief that a fundamental leadership accountability at Unilever is developing our next generation of enterprise leaders. They are not observers of the process but engaged participants."

DOUG BAILLIE, Unilever
HubSpot—Enterprise Thinking Works for Small Companies Too!

Large, global organizations may be able to make the clearest case for the need to develop enterprise thinking. A small company’s enterprise mindset runs the risk of dissolving once companies break up into multiple geographies or business units, and people lose sight of the common purpose that they so fervently adopted in the early days. So we can see why the large global players feel some urgency in introducing—or reintroducing—that mindset. But what about smaller companies? Is this little more than an academic luxury for fast-paced startups that are growing at warp speed? Should a young company with global ambitions pay attention to developing and maintaining an enterprise spirit?

HubSpot is a Massachusetts-based digital marketing startup. It’s still small and local, but it aims big. Its founders, Brian Halligan and Dharmesh Shah, have expressed a commitment to what they refer to as “enterprise value” right from the start. We interviewed them to learn more about how they keep that spirit alive. They echoed many of the messages we heard from our interviewees at the major multinationals. They particularly emphasized the role of culture.

The company currently has 800 employees but Halligan and Shah made transparency and knowledge sharing a priority back when it was just the two of them and this core value still holds true today. And most important, perhaps, is that they put a premium on culture as a way of inculcating their desired values, even as they grew. “We created a culture deck, a slide show that serves as our manifesto—our constitution” they told us. “Just like the United States created its Constitution—a document that was part philosophy, part governing document—we did the same to reinforce the culture we wanted to create at HubSpot,” said Halligan.

Every new hire goes through HubSpot’s culture deck to gain an appreciation for the glue that binds the company together: customer centricity, innovation, transparency, trust, collaboration and enterprise thinking. “We drive this home every day,” Shah and Halligan insisted. “Every decision that a technical specialist or senior leader makes is judged against our notion of “enterprise value”: does it benefit our customers and does it help HubSpot grow as an enterprise?”
For the success of the company, it is imperative that we direct our attention to developing our senior leaders into successful enterprise leaders. Our research identified the six key senses that need to be developed (Place, Context, Perspective, Community, Purpose, and Self), each in their own unique way. Some get cultivated through years of experiences, while others need a distinct environment to flourish.

So what can companies do to encourage the development of effective senior leaders (builders) into successful enterprise leaders (builders and brokers)? They need to provide the environment that allows these individuals to take full advantage of the enablers so that they may develop the six key senses.

Consider the following reflection guide as a starting point to discuss internally how to create the optimal environment to accelerate the development of enterprise leaders.

What changes can be made to ensure that we provide the optimal learning journey for the future leaders of our company?

### TABLE 3: Developing Your Next Generation of Enterprise Leaders: a Reflection Guide

<table>
<thead>
<tr>
<th>DEPLOYING YOUR NEXT GENERATION OF ENTERPRISE LEADERS: A REFLECTION GUIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are you doing to encourage your current and emerging enterprise leaders to craft and articulate powerful stories that reinforce your organization’s culture as a means of cultivating a heightened sense of place?</td>
</tr>
<tr>
<td>What are you doing to keep work stimulating for your enterprise leaders? Do you encourage them to take on assignments and projects that are clearly outside of their comfort zones in order to help them develop a broader sense of context?</td>
</tr>
<tr>
<td>What is your view on providing in-depth coaching and mentoring to help support the development of a broadened sense of perspective among your enterprise leaders?</td>
</tr>
<tr>
<td>What are you doing to help broaden your enterprise leaders’ networks so they might develop a more powerful sense of community?</td>
</tr>
<tr>
<td>What are you doing to help your enterprise leaders develop a deeper appreciation of how they can better align their personal purpose with that of the enterprise’s, enabling them to develop a deeper sense of personal purpose?</td>
</tr>
<tr>
<td>Next generation organizations require next generation integrative thinkers—those who are able to stay focused on the future. What are you doing to help cultivate integrative thinking so that your enterprise leaders can develop a more resilient sense of self?</td>
</tr>
</tbody>
</table>
The Research

In early 2014, we launched an intensive research project aimed at gaining a better understanding of what enterprise leaders do, and how they learned to do it. To that end, we created a survey about the demand for enterprise leaders and what companies are doing to develop this skill set, which we sent to senior executives around the globe. Their responses confirmed our hunch about the demand for enterprise leaders.

Following the survey, we identified three companies that we believe have demonstrated exemplary commitment to enterprise leadership development: Unilever, Pfizer, and Li & Fung. We deliberately selected large, global companies based in three different continents to illustrate that the benefits and challenges of enterprise leadership are not unique to any one region. With each company, we conducted in-depth interviews with their CEOs, HR leaders, and enterprise leaders themselves, about 25 interviews in all.

FIGURE 2: Enterprise Leadership Survey Results

77% say it is extremely important to have leaders in your organization who think and behave on behalf of the entire enterprise...

>55% ...and the majority wants all their mid-and upper-level managers to think that way.

>70% admit to spending less than a quarter of their time or budget on developing enterprise leaders.

Obstacles

They see several obstacles for their leaders to behave like enterprise leaders...
1. Adapting to new behaviors
2. Conflicting incentives
3. Not seen as a priority
4. Lack of role models

Paths

...but know the best road to developing their enterprise leaders:
1. On-the-job experience
2. Networking
3. Coaching

TABLE 4: The Dual Role of the Enterprise Leader

<table>
<thead>
<tr>
<th>ENTERPRISE LEADER MUST ACT AS BUILDERS...</th>
<th>and</th>
<th>...ALSO AS BROKERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build unit vision, strategies, brands</td>
<td>&gt;</td>
<td>Create shared meaning among units and groups</td>
</tr>
<tr>
<td>Build enthusiasm for the unit mission</td>
<td>&gt;</td>
<td>Combine that enthusiasm with a sense of responsibility for the success of the entire enterprise</td>
</tr>
<tr>
<td>Build unit capabilities</td>
<td>&gt;</td>
<td>Turn unit know-how into an integrated organizational capability</td>
</tr>
<tr>
<td>Build support for unit values and principles</td>
<td>&gt;</td>
<td>Meld those statements into an authentic enterprise culture</td>
</tr>
<tr>
<td>Build teams and develop individuals</td>
<td>&gt;</td>
<td>Broker talent across units and geographies to build organizational agility</td>
</tr>
</tbody>
</table>
The Research Participants

Following the survey, we identified three companies that we believe have demonstrated exemplary commitment to enterprise leadership development: Unilever, Pfizer, and Li & Fung.

UNILEVER
Unilever, based in London and Rotterdam, is a global consumer products giant with 400 brands sold in 190 countries, ranging from food and beverages to home- and personal-care products used by about 2 billion people every day. It has very strong roots in emerging markets with even more ambitious growth plans in those markets.

LI & FUNG
Hong Kong-based Li & Fung is a world leader in consumer goods design, development, sourcing, and logistics. It has 28,000 colleagues across some 300 offices and distribution centers in more than 40 different markets. Its sourcing network encompasses more than 11,000 vendors around the world.

PFIZER
Founded more than 150 years ago, New York-based Pfizer is one of the world’s largest pharmaceutical companies. It provides a strong portfolio of new medicines, established drugs, and vaccines. It develops and produces medicines and vaccines for a wide range of disciplines, including immunology, oncology, cardiology, diabetology/endocrinology, and neurology.

We deliberately selected one company from each major geographic region to illustrate that this need is not unique to any one region. In addition to these large global companies we also profiled one fast-paced small growth company, to drive home the point that enterprise thinking does not necessarily need to be restricted to the big global giants. This company, HubSpot, with only 800 employees, is an excellent example of a company that has bred “enterprise-first” thinking into its culture from day one.

With each company, we conducted in-depth interviews with their CEOs, HR leaders, and enterprise leaders themselves, about 25 interviews in all.
The Project Team

DOUGLAS A. READY
Doug Ready is a Senior Lecturer in Organizational Effectiveness at the MIT Sloan School of Management. He is Founder and President of ICEDR (The International Consortium for Executive Development Research), which develops next generation HR executives at leading global companies. Doug also served as Visiting Professor of Organizational Behavior at London Business School.

Doug is an active consultant, helping CEOs, top teams, and senior executives develop organizational and leadership resources, and HR development practices, to sustain global competitiveness. He has recently worked with the top teams at Hess Oil, HSBC, RBC Financial Group, and PricewaterhouseCoopers, helping them build the leadership and organizational capabilities for their newly reconfigured firms. Doug is considered one of the world’s leading authorities on strategic talent management and executive development. In 2013, he was named to the Thinkers50 list, a global ranking of the world’s leading management thinkers.


CHANTAL A. OLSON
Chantal Olson is Director of Operations and Strategic Planning at ICEDR. Chantal has over 20 years of experience managing all aspects of program design for executive education programs. She manages executive programs in a variety of locations around the globe. From site selection to on-location management, she ensures programs are delivered in a cost effective manner with exceptional service at the finest venues in the world. Chantal also conducts research on talent management and leadership development to facilitate program design and the identification of the top faculty resources for programs. She has a B.S. in Hotel Management from the University of New Hampshire.

M. ELLEN PEEBLES
Ellen is a researcher, writer, and editor with 25 years of experience helping authors develop, refine, and communicate persuasive ideas. She spent 12 years as a senior editor at Harvard Business Review, where she acquired, developed, and edited more than 150 articles on a wide variety of management topics, particularly in the areas of leadership, leadership development, talent management, and teams. She has worked with numerous thought leaders including Harvard Business School Dean Nitin Nohria; Michael Porter, Rosabeth Moss Kanter, and other professors at HBS and other leading business schools; management gurus including Peter Drucker and Warren Bennis; leading business executives such as former Procter & Gamble CEO A.G. Lafley, ex- Allied Signal CEO Larry Bossidy, and former Campbell CEO Doug Conant; as well as partners at major consulting firms. Prior to that she worked at several consulting firms, and in book publishing. Ellen has an AB in History from Princeton University.
Acknowledgements

This project would not have been possible without the dedication and support of many talented individuals.

Jonathan Donner, Head of Leadership Development Programmes of Unilever provided superb insight to his organization and gave us access to some of Unilever’s exceptional enterprise leaders: Paul Polman, Chief Executive Officer; Doug Baillie, Chief Human Resources Officer; Anat Gabriel, General Manager, Unilever Israel; Yaw Nsarkoh, Managing Director, Unilever Nigeria; Rohit Jawa, Chairman and CEO, Unilever Philippines; and Laurent Kleitman, CEO Russia, Ukraine and Belarus.

Leonard Lane, Managing Director of the Fung Academy and advisor to the Chairman at Li & Fung was instrumental in helping us understand the transformation of Li & Fung and also introduced us to some of Li & Fung’s exceptional enterprise leaders: William Fung, Group Chairman; Paul Raffin, President of the Footwear Division, Li & Fung’s Global Brands Group; Deepika Rana, Executive Director, Sub-continent & Sub Sahara Africa; and Carmen Chau, Executive Director, KS Sourcing Stream.

Furthermore, Tanya Clemons, Senior Vice President, Chief Talent Officer at Pfizer, worked tirelessly to allow us to interview a very impressive team of leaders at her organization: Ian Read, Chairman of the Board and Chief Executive Officer; Rod MacKenzie, Group Senior Vice President and Head of Pfizer PharmaTherapeutics Research and Development; Susan Silbermann, President and General Manager, Pfizer Vaccines; Liz Barrett, President, Europe, Global Innovative Pharma Business Unit; Michael Gladstone, Regional President of North America for Innovative Pharma Business; Bill Carapezzi, Senior Vice President, Finance and Global Operations; Michael Goettler, SVP Global Marketing & Commercial Development, Pfizer Global Innovative Pharma; Albert Bourla, Group President of Vaccines, Oncology and Consumer Healthcare.

In addition, Brian Halligan, co-founder and CEO and Dharmesh Shah, co-founder and CTO of HubSpot very generously contributed to this project with a unique point of view.

We would also like to thank the group of HR executives from the following companies who participated in the Enterprise Leaders Survey. Their feedback helped us better understand the approaches that companies are using to build a stronger pipeline of enterprise leaders:

- A.P. Moller - Maersk
- Aramark Corp
- Automatic Data Processing
- Aviva plc
- Barclays
- BlackRock
- Carlsberg
- CH2M HILL
- CSC
- Danone
- Deutsche Bank AG
- Health Net
- HSBC
- Ironwood Pharmaceuticals
- Lafarge
- LBG
- Lloyds Banking Group
- McDonald’s Corporation
- National Australia Bank
- Newmont
- Owens Corning
- Pearson
- Pfizer
- PricewaterhouseCoopers
- RBC
- Roche
- Royal Bank of Scotland
- Shell
- Standard Chartered Bank
- Svitzer
- UBS
- Westpac Banking Corporation