Research Streams: Leadership Development & Talent Management
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1. Leadership Development & Succession Planning

The first research stream addresses how best practice organizations address the talent management process, specifically the identification and development of high potential leaders throughout the organization. This project seeks to understand how organizations confront the series of demographic, marketplace, and financial challenges to implementing best practice talent management systems, including the aging and increasingly diverse U.S. workforce, rapidly increasing costs and accompanying pressures to lower non-essential expenses, and fewer mid-management development opportunities for high potential employees. As a result of these challenges, organizations often invest limited resources in talent management systems while striving to be more effective in identifying and developing the right individuals for leadership roles. The results of recent CEO and industry surveys indicate that the top CEO priority for addressing the perceived leader shortage and talent management challenges is the identification of high potentials at early career stages. This research project seeks to identify (1) high potential identification practices and policies, (2) leadership competencies and other defining characteristics of high potentials, (3) high potential development practices and policies, and (4) opportunities for improvement of talent management processes.

2. Values-Centered Transformational Leadership

The second research stream focuses on the study of values-centered, socially responsible transformational leaders and their impact in organizations. While empirical research continues to demonstrate the powerful direct effects of transformational leadership on many follower-, team-, and organization-level outcomes, the leadership literature remains surprisingly deficient in studies that examine the values of transformational leaders and how they influence their followers to produce such robust outcomes. The perceived risks of 'pseudo-transformational leaders' and the 'dark side' of charisma have grown given the many businesses destroyed by such leaders' singular focus on profit generation, shareholder returns, and personal wealth. The growing list of business leaders once characterized as transformational who have driven socially *irresponsible* changes in their organizations and communities has ignited interest in the central role of leader values and how they influence leadership behavior, followers' values and attitudes toward corporate social responsibility (CSR), and organizational outcomes. This research project seeks to better understand leadership as a moral, values-based, and thus normative phenomenon in which leaders and followers develop a collective identity and sense of shared *stakeholder* values that extend beyond their self-interests and those of their respective organization. Specifically, this research stream aims to identify the specific values of authentic transformational leaders, the divergent ethical perspectives of transformational and transactional leaders, follower CSR attitudes and behaviors facilitated by transformational leadership, the importance of shared values between leader and followers, and the organization-level CSR outcomes driven by values-centered transformational leaders.

3. Competencies for Leading Organizational Change

The final research stream seeks to better understand the emerging competencies that are critical for leaders in today's global organizations. Fundamental changes in organization design and growth opportunities abroad have forced many U.S. companies, and indeed multi-national corporations (MNCs) from any nation, to reexamine their leadership competency models for the purposes of identifying new competencies that facilitate organizational effectiveness. This research project seeks to better understand the assessment and development of emotional intelligence, cultural intelligence, and balanced thinking styles as critical emerging leadership competencies in global organizations. In addition to developing and validating measurement tools for these competencies, this project seeks to identify best practices for developing these competencies as part of an organization's talent management system.

Key Words: Talent management; succession planning; transformational leadership; leader values; cultural intelligence; corporate social responsibility.

Applied Research Symposium: Presentation Summary

Talent Management Best Practices: Identifying and Developing High Potential Leaders
- How do organizations in a down economy become more efficient and more accurate with identifying leadership talent and engaging high potentials in efficacious leadership development activities? How do best practice firms identify top talent earlier in their careers and marshal them into the most effective leadership development experiences to enhance workforce engagement and reduce costly turnover? The session will begin with a discussion of industry trends demonstrating the enormous costs of turnover among high potential employees, hiring talent from outside the organization, and ineffective leadership development interventions. The session will also highlight how firms can creatively use the down economy as impetus for leadership development systems that target high potential employees, and implement a best practice talent management framework that significantly increases workforce engagement while reducing turnover despite the industry downturn.