



The McKesson Story

► Introduction

In 2006, McKesson joined Linkage to implement a year-long leadership development process called the Leaders Teaching Leaders Program (LTL). Three years later, LTL is still an integral part of their organization's leadership development system. The goal of the process was to accelerate the development of their high potential leaders below the top 200 executive level and to increase their ready-now bench depth to support their leadership needs. Building upon an existing internal program known as the Rising Leaders Program, LTL has since graduated over 50 McKesson leaders and prepared them for greater roles within the company.

► Integrating GILD into the process

The capstone of LTL is the Global Institute for Leadership Development (GILD), a world-class leadership development experience headlined by an immersive 5-day program. This experience is the first opportunity for McKesson's multi-functional leadership team to meet and work together, and over the course of their 5-days onsite the team members not only get fired up for their ongoing development process, but leave with concrete feedback and tools with which to continue their growth.

During GILD, participants are exposed to unique and stimulating content from some of the most renowned leaders from around the world; engage with each other in a facilitated environment through peer learning teams; receive 360-degree feedback; and benefit from three one-on-one executive coaching sessions.

► Customizing GILD

To maximize the value of the experience, McKesson has customized GILD in significant ways.

The assessment process

To compliment the Rising Leaders Program and their internal development agenda, McKesson worked with Linkage to modify the standard 360-degree Leadership Assessment Instrument (LAI). The resulting McKesson-specific assessment is used for both the Leaders Teaching Leaders and Rising Leaders programs.

Learning teams

Rather than having participants dispersed into learning teams as is typically done onsite, McKesson chose to keep their team as an intact group and focus on activities specific to the organization. To facilitate their learning team, they bring in an external consultant named Chris Cappy of Pilot Consulting, who serves as an action learning coach and facilitator shepherding the participants through the year-long process.

Together, they leverage their team time to:

- Learn more about one another's roles and challenges in the business
- Process key learnings from GILD
- Develop personal action plans based on their 360° feedback and Personal Project
- Identify current leadership challenges the participants are facing right now
- Set the stage for the learning agenda for the next two LTLP learning sessions.

► **Ongoing impact**

One of the most significant activities during the team's time at GILD is the creation of project goals and personal development targets, which become a strong part of the development process throughout the year. Based on their 360-degree LAI data, as well as the feedback from their GILD coach, each McKesson participant sets two specific development areas that they wish to target for improvement. Using these, participants then select a project goal—an action-learning project that is based on the participant's existing workload and offers a specific opportunity to grow in areas specified by their development targets. Using Fort Hill Company's follow through tool called Development Engine; the participants track their progress and gather feedback on their goals throughout the program.



▶ Sample project goal

In the next 9 months I will:	Involve others in decision making. Specifically, involve managers and key team members in establishing and driving rollout of XXX project
So that:	Managers and key team members will feel part of the decision making process. Involving others in setting the goal and the avenues to achieve will help ensure adoption and buy-in.
Indicators of my progress will include:	<ul style="list-style-type: none"> • Conduct follow-up 360-degree feedback survey to determine progress from previous 360-degree feedback • Conduct Employee Opinion Survey in Q1 specific to my department. Baseline survey already conducted. • Conduct a review of the project to determine adoption rate.

▶ The results

Overall, the impact of the Leaders Teaching Leaders Program and of GILD has far exceeded expectations. By leveraging GILD as the capstone for the process, they have built a highly flexible platform for subsequent action learning work and have generated enormous excitement for learning among high-potentials. As an unexpected benefit, McKesson has found that word of mouth following GILD has been so powerful that leaders all around the company are striving to distinguish themselves so that they can become a part of the process.