



Maximizing
Rotational Assignments
WORKING GROUP





Move your executives and your company forward and know what to expect along the way

The Rotational Assignment—an integral component of top talent development plans at many corporations—creates an opportunity for companies to provide their executives with an accelerated learning experience that can lead to demonstrable results for both the executive and the company. Too often, however, these objectives are not met.

In today's leading corporations, the rotational assignment should provide an opportunity for the senior management candidate to broaden his/her skills base, take measured risks, deepen his/her experience, gain knowledge, and enhance personal and professional growth as well as inspire and enhance individual leadership qualities. As a result of the assignment, the executive should demonstrate measurable leadership development. At the same time, senior management should be clear about its own rules of engagement for the rotation, including setting specific performance goals for the executive and articulating how the company will support the assignment. How can both companies and executives ensure that rotational assignments are enabling them to meet professional and corporate goals?

The Conference Board's Maximizing Rotational Assignments Working Group will explore the dynamics at play in identifying and executing line of business, geographic, and staff-line rotations. Working Group members will contribute to the research and development of guidelines—an executive handbook for identifying and achieving more successful rotational assignments.

Conference Board Working Groups

are unique networks of 15–20 senior executives from leading organizations. These executives come together to develop the intellectual capital that provides companies with the practical information they need to strengthen their performance in today's global business environment. Participants take part in a series of consultative meetings – both in-person and online – to formulate and carry out research initiatives needed to achieve the working group's objectives.

Issues On the Table

A vital part of this working group will be the opportunity to participate in candid and confidential discussions about the major issues confronting executives and companies in implementing rotational assignments.

Potential questions to be addressed:

Why do executives often fail to demonstrate markedly improved learning or leadership skills at the end of a rotation? What are the common derailers?

How can a company identify rotational assignments and learning scenarios that will not jeopardize the business?

What leadership skills and competencies should a rotational candidate demonstrate before the assignment? During? After?

What are effective “rules of engagement”?

What guidelines or tools might assist Executive Development executives in establishing the rotational assignment and driving the process?

How should top management expectations be set and managed?

What metrics might be used to measure the impact of a rotation on the business unit or function? On the individual’s leadership profile?

Why should you join?

Working group participants should be executives engaged in overseeing or implementing leadership and executive development programs in their companies. Participating companies may choose to send one or two senior professionals from related areas (e.g., human resources, leadership development, executive development, line businesses). Group size is limited to enable participants to dialogue extensively.

Benefits of participation

By sponsoring and participating in a working group, you will take an active role in creating critical business practices. You will be able to:

Work personally with senior Conference Board researchers to design and develop studies and guidelines that will be vital to your needs.

Gain timely access to unique research findings you can use in internal and external business applications.

Take part in confidential sessions to discover common challenges and goals and identify best practices.

Exchange experiences, ideas, and insights with other leading corporations.

In addition, your participation in this working group will help your firm gain the reputation of being a leading organization in the development of best practices for leadership development.

In the course of these meetings, working group members develop content for The Conference Board’s renowned research reports, surveys, conferences, and the Executive Action series of online briefs.

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For the latest information
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[www.conference-board.org/
workinggroups.htm](http://www.conference-board.org/workinggroups.htm)

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Working group schedule

The Maximizing Rotational Assignments Working Group will meet two times in-person and twice via Web conferences over the course of six months. In between these meetings, the Conference Board staff will execute research requested by the working group and prepare summaries of the outcomes of each meeting. This schedule will limit your time and travel commitments, and enable us to share information rapidly to achieve your research goals.

Participation fee \$8,000 for Conference Board Associates

Inaugural meeting

When
October 27-29, 2004

Where
The Conference Board
845 Third Avenue
New York, NY

Agenda
October 27 Dinner in the evening
October 28 Meeting 9 am – 5pm
October 29 Meeting 9 am – 12 noon

Format

- Introductions
- Identifying key issues
- Research questions
- Future agenda topics

Additional Conference Board Resources

Working Groups

Global Leadership Development

Council Program

Councils are peer membership groups that provide intimate forums for executives with common responsibilities and interests to share solutions to business challenges with colleagues in other companies, industries, and countries. They are designed to keep executives abreast of the latest developments in their fields and fully informed about new management strategies and tactics. Each council has its own specific membership requirements.

Council on Development, Education,
and Training

Council on Executive Coaching

Council on Learning, Development,
and Organizational Performance

Leadership Development Council

Council for Talent Management Executives

For more information on councils, please visit
[www.conference-board.org/memberservices/
councils.cfm](http://www.conference-board.org/memberservices/councils.cfm)

Conferences

As a sponsor of a Conference Board Working Group, you receive a 50% discount on all conferences, including:

Leadership Development Conference

Talent Management Conference

Succession Planning Conference
and Seminars

Executive Coaching Conference

Women's Leadership Conference

For a full listing of our conference program and to register online, please visit
www.conference-board.org/conferences

Research Reports

Developing Business Leaders for 2010
Research Report 1315

Measuring the ROI on Leadership
Development (Report forthcoming in Fall 2004)