

- *Group mentoring sessions.* Program participants are divided into small groups, and each group is paired with a senior executive. Mentoring groups generally set their own agendas and focus on gaining business knowledge, career development, and leadership knowledge and lessons.
- *Common education.* Participants attend a defined set of educational activities focused at building core competencies.
- *Action learning.* Participants take part in projects aimed at gaining business knowledge and leadership skills. Participants are divided into small groups, and each group researches and makes recommendations on a specific business problem or issue.
- *Forums.* These are large-scale events focused on specific business and leadership topics.
- *Group discussions.* Participants are divided into small groups wherein they discuss common topics. For example, the group may read and discuss a leadership book.

EVALUATION AND LESSONS LEARNED

Evaluation

Metrics to measure the effectiveness of leadership development at Southern Company are evolving. The strength of the leadership bench is evaluated using the following measures that come out of the succession planning process.

- Percent of key roles with at least two ready now successors;
- Average number of successors per key role;
- Demographics of successor pool;
- Percent of key jobs filled from succession list;
- Number of cross-company and cross-functional executive moves; and
- Projections of leader attrition.

Recently, Southern Company began entering information on high-potential individuals into PeopleSoft. At the completion of the current round of succession planning, the following additional metrics will be analyzed:

- The size and demographics of the high-potential pool;
- The number and type of high-potential job moves; and
- Turnover of the high-potential pool compared to the overall pool.