

TALENT OVER TIME

Trying to get the workforce right has led to more than a century of innovations—and fads



1881 BUSINESS GOES TO COLLEGE Joseph Wharton, co-founder of Bethlehem Steel, finds training workers himself too expensive. He persuades the University of Pennsylvania to launch an undergraduate business education program.

1900 MBAs Dartmouth opens the first graduate business school. Ten years later, Harvard graduates its first class—of eight. By 2002, there were 120,875 MBAs awarded in the U.S., and many schools have opened overseas.

1911 TAYLORISM Frederick Winslow Taylor publishes *The Principles of Scientific Management*. The antithesis of touchy-feely management theory, it argues that there is only one objectively correct way to perform industrial jobs.



1943 EXECUTIVE MBAs University of Chicago offers the first MBA for working managers.

1950s OHIO STATE LEADERSHIP STUDIES Business theoreticians shift their focus from the factory floor to the executive suite. No longer concerned solely with efficiency, university researchers begin evaluating softer issues, such as how considerate, friendly, and supportive a leader is.

1956 CORPORATE CLASSROOMS Leadership development goes in-house at General Electric when the company opens its own management "school" in Ossining, N.Y. In the 1990s, CEO Jack Welch grooms generations of top managers in its bowl-shaped auditorium dubbed "the pit." It's so successful that GE becomes a "leadership academy" supplying CEOs for Boeing, HomeDepot, and elsewhere.



1959 HELLO, "KNOWLEDGE WORKERS" In his book *Landmarks of Tomorrow*, management guru Peter

Drucker describes the declining importance of manual labor—and coins a term describing a new type of employee.

Data: U.S. Education Department, *BusinessWeek*

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1980 JOB SATISFACTION Does it matter if workers are happy? In their 1980 book *Work Redesign*, Richard Hackman and Greg Oldham argue that workers need meaning and responsibility in their work to perform well.

LATE 1980s 360° FEEDBACK Managers are suddenly exposed to critiques from those below them in the hierarchy. Conducting these assessments becomes a big business for consultants such as the Center for Creative Leadership.



1990 PAY FOR PERFORMANCE Investors rebel after the economic slump of the late 1980s cuts everyone's paycheck—except the CEO's. The solution: "Pay for performance." The idea backfires when incen-

tive pay such as stock options give execs like Larry Ellison, who collected \$781 million from 2000 to 2002, excessive windfalls.

MID-1990s EXECUTIVE COACHING Who can tell CEOs the things that everybody else is afraid to say? Executive coaches. Practitioners like Marshall Goldsmith, who charges more than \$150,000 a year per client, have reached iconic status.



1997 EMOTIONAL I.Q. Daniel Goleman's best-seller, *Primal Leadership: Realizing the Power of Emotional Intelligence*, launches an industry. Spin-offs include his consulting business (Emotional Intelligence Services), a

workplace-satisfaction survey, and an online tool to help managers figure out what all that feedback means.



1999 JOB JUMPING Online job search hits the big time when Monster.com pays \$1.6 million for a 30-second Super Bowl ad (above) that becomes a cultural phenomenon. Combined with the increasing heft of executive search firms like Heidrick & Struggles and Spencer Stuart, Web-based job boards have become a lubricant for an already disloyal workforce.



2001 THE OVAL CORNER OFFICE The first President to hold an MBA, George W. Bush is sworn into office.

2005 ACTION LEARNING Not to be confused with Outward Bound type team-building, this growing training practice is based on the premise that it makes more sense to put promising people to work on real business problems than to bore them with theoretical campus learning. They get trained and the company gets a problem solved. Adherents include J&J, IBM, and General Electric.