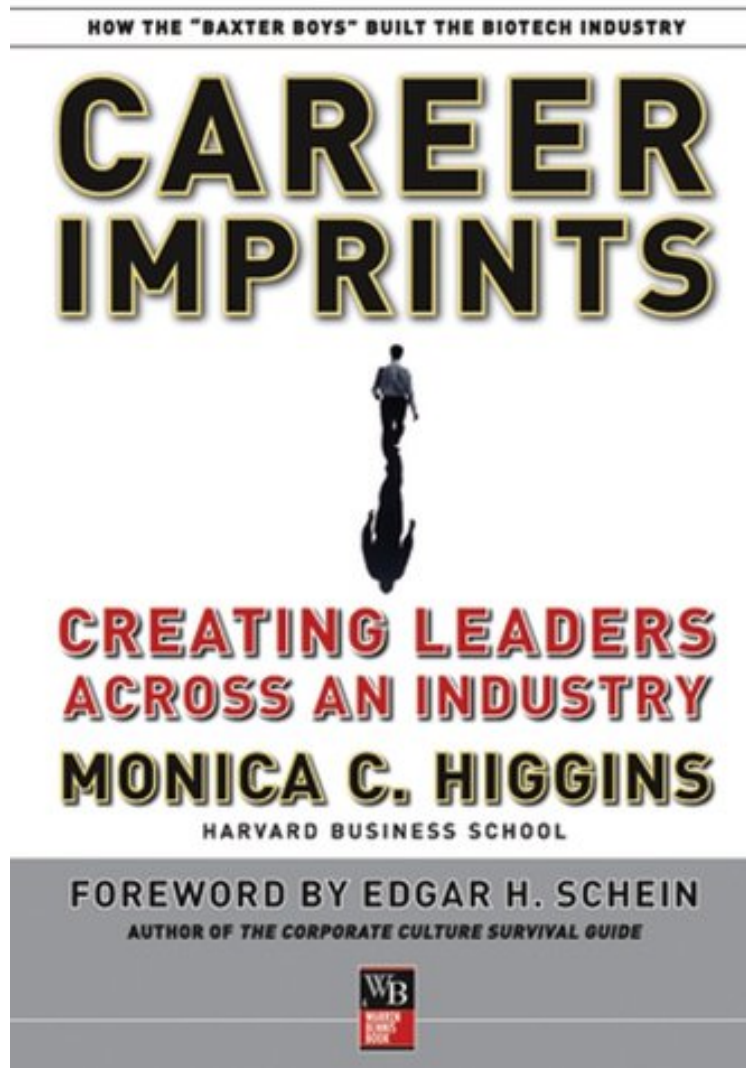


(Free) Career Imprints: Creating Leaders Across An Industry (J-B Warren Bennis Series)

## Career Imprints: Creating Leaders Across An Industry (J-B Warren Bennis Series)

Monica C. Higgins

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Monica C. Higgins : Career Imprints: Creating Leaders Across An Industry (J-B Warren Bennis Series) before purchasing it in order to gage whether or not it would be worth my time, and all praised Career Imprints: Creating Leaders Across An Industry (J-B Warren Bennis Series):

Based on her research of 800 biotechnology companies and 3,200 biotechnology executives, Harvard Business School

professor Monica Higgins discovered that one firm—Baxter—was the breeding ground for today's most successful biotechnology ventures. This phenomena of one organization spawning an industry has also been seen in the high-tech (Hewlett-Packard) and semiconductor industries (Fairchild). However, until now there has been no suitable explanation of why and how these organizations were able to create the next generation of industry leaders. Career Imprints shows why Baxter was so successful in spawning senior executives and offers an understanding of what it takes for an organization to produce leaders that will dominate an industry for years to come. In this important book, Higgins shows that an organization's "career imprint"—the result of company systems, structure, strategy, and culture—that employees take with them throughout their careers is the key to creating great leaders. By understanding these factors, staff, human resource executives, and CEOs can analyze their own organization's career imprint and develop leaders.

Monica Higgins' groundbreaking work, Career Imprints, offers bold and original insights into the way in which talent-laden companies spawn new businesses, as Baxter alums did for the biotech industry. Her provocative and thoroughly documented research goes well beyond classic economic theories to demonstrate conclusively why entrepreneurially-led companies have the capacity not only to create new companies but entire industries as well.

—Bill George, author, Authentic Leadership, and former chairman and chief executive officer, Medtronic

At the heart of this important study is a fascinating question: Why did alumni of one company—the amazing 'Baxter boys'—produce so many of the leaders of the burgeoning biotech industry? To find the answers, Monica Higgins left no research stone unturned. The result is a compelling new theory about exactly what happens in the early stages of careers to shape true leaders who can guide innovation and entrepreneurship. Higgins' concepts will leave their imprint on careers, company cultures, and industry development.

—Rosabeth Moss Kanter, Harvard Business School, author, Confidence: How Winning Streaks Losing Streaks Begin

What Fairchild was to the development of high technology firms in Silicon Valley, Baxter has been to the evolution of the biopharmaceutical industry. Monica Higgins builds a fascinating, richly portrayed case for Baxter's impact on the creation and growth of biopharmaceutical firms.

—Denise Rousseau, H.J. Heinz II Professor of Organization Behavior and Public Policy, Carnegie Mellon

Dr. Higgins has written an insightful analysis of a phenomenon which shaped the biotechnology industry. There is no doubt that my days at Baxter had the most profound influence on my life and career as well as those of my colleagues.

—Bob Carpenter, founder, Intergrated Genetics, Geltex, Vactex, Candent, Somatix, Hydra and Peptimmun

Career Imprints is inspired as both industry history and cultural anthropology. In unique fashion, Monica Higgins tells the story of the emergence of Baxter Travenol as a healthcare giant and one of the great cell cultures of American entrepreneurship. This book is a must for anyone interested in the place of high tech healthcare in our economy and entrepreneurial organizational development.

—William A. Holodank, president, J. Robert Scott

From the Inside Flap

Based on her research of 800 biotechnology companies and 3,200 biotechnology executives, Harvard Business School professor Monica Higgins discovered that one firm—Baxter—was the breeding ground for today's most successful biotechnology ventures. This phenomena of one organization spawning an industry has also been seen in the high-tech (Hewlett-Packard) and semiconductor (Fairchild) industries. However, until now there has been no suitable explanation of why and how these organizations were able to create the next generation of industry leaders. Career Imprints shows why Baxter was so successful in spawning senior executives and offers an understanding of what it takes for an organization to produce leaders that will dominate an industry for years to come. In this important book, Higgins shows that an organization's "career imprint"—the result of company systems, structure, strategy, and culture—that employees take with them throughout their careers is the key to creating great leaders. By understanding these factors, staff, human resource executives, and CEOs can analyze their own organization's career imprint and develop leaders. The book is filled with the compelling stories from the "Baxter Boys" alumni. These stories of their individual career paths provide a behind-the-scenes look at the processes and effects of career imprinting. Higgins illustrates different types of organizational career imprints by juxtaposing Baxter's entrepreneurial career imprint with the career imprints of other healthcare organizations—Merck, Johnson and Johnson, and Abbott. Higgins focuses on the consequences of career imprints for industries, organizations, and individuals. She offers insight into the opportunities and pitfalls that open up to industries, organizations, and individuals with an understanding of career imprints.

From the Back Cover

Praise for Career Imprints

"Monica Higgins' groundbreaking work, Career Imprints, offers bold and original insights into the way in which talent-laden companies spawn new businesses, as Baxter alums did for the biotech industry. Her provocative and thoroughly documented research goes well beyond classic economic theories to demonstrate conclusively why entrepreneurially-led companies have the capacity not only to create new companies but entire industries as well."

—Bill George, author, Authentic Leadership, and former chairman and chief executive officer, Medtronic

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