

Understanding Performance

Leadership Pipeline: Level 1

Managing Self

Skills: primary technical or professional skills, meet required standards

Time: focuses on completing own tasks on time

Values: accepts company culture and practices; exhibits professional pride; makes prudent use of company resources

Leadership Pipeline: Level 2

Managing Others

Skills: management skills including planning, assigning work, coaching and counseling, and measuring work of others, hiring and firing

Time: work in an annual cycle not just project cycle; make time available for others

Values: managerial work; helping others to accept company values; getting results through others

Leadership Pipeline: Level 3

Managing Managers

Skills: coaching managers, delegation, choosing first-line managers, resource allocation

Time: annual plans connected to functional strategy; spend time integrating across boundaries

Values: helping others acquire management skills; free flow of information between units laterally; getting results through managers

Leadership Pipeline: Level 4

Managing a Function and/or Other Managers

Skills: new communication skills to penetrate additional layers; understanding and managing work outside of one's own skill area; developing functional strategy

Time: focuses on communicating with other functional managers; securing resources, participating in business team meetings; day-to-day operations are delegated to subordinate managers

Values: values work that is new and different from one's own experience; functional leadership (vs. functional membership); getting results through a function

Leadership Pipeline: Level 5

Business Manager (P&L)

Skills: Develop business strategy; business acumen; make trade-off decisions and integrate the plans and actions of diverse functions into one effective business

Time: Moves easily from the here and now to three-years out and back again; spends time working with functions perhaps not understood or valued in the past

Values: Changes mindset from a functional perspective ("can we do it?") to a profit perspective ("should we do this? e.g., will we make money?"); both short-term business results and long-term business building

Leadership Pipeline: Level 6

Group Manager (Manager of several businesses)

- Skills:** Evaluate business strategy to determine which business should get the most resources; determine what other business the Group should be in and which to exit; build programs that will enable functional managers to grow to general business managers; must be “maze-bright” and able to effectively interact with segment organization, community industry, governmental and ceremonial activities
- Time:** Same as Business Manager but time spans are longer, decisions are bigger, and uncertainties and risks are greater
- Values:** values other’s business success; satisfaction in developing the company beyond businesses; getting results through Business Managers

Leadership Pipeline: Level 7

Leader of an Enterprise

Skills: connects the enterprise with key external stakeholders and with governments, shareholders, Wall Street, customer organization; assures execution capability; builds social architecture

Time: makes decision in the context of long-term policy implications; five-to-ten year time horizon

Values: few but significant strategic decisions or initiatives; change in self-concept to leader of an enterprise; long-term results