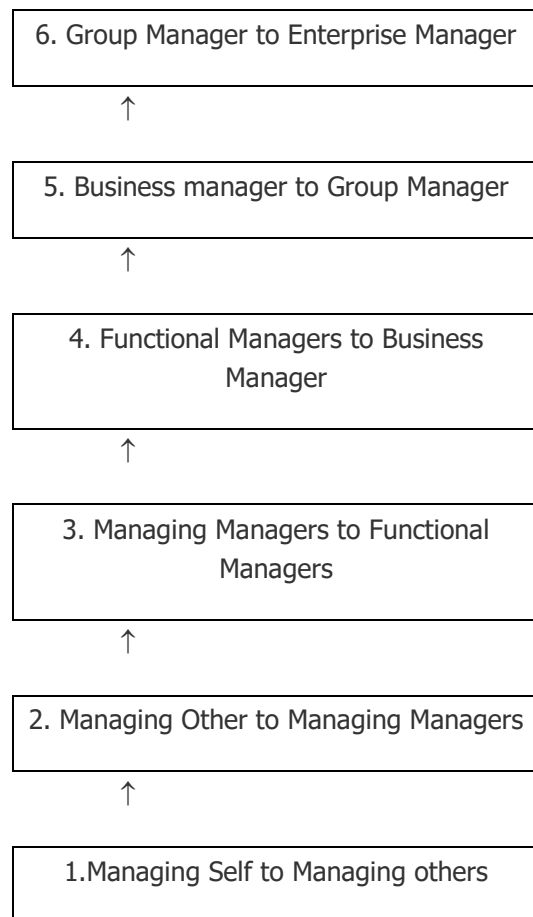


## ***THE LEADERSHIP PIPELINE MODEL***

The model helps organizations grow leaders internally at every level, from entry level team leaders to senior managers. It provides a framework that you can use to identify future leaders, assess their competence, plan their development, and measure results. According to the model's developers (Ram Charan, Stephen Drotter, and James Noel), leaders progress through six key transitions, or "passages," in order to succeed.

### ***The Leadership Pipeline Model***



#### ***1 step: Managing Self to Managing Others***

When someone is transitioning from working independently to managing others, a significant change in attitude and skill set must take place. The new leader is now responsible for getting work done through and with others – which is drastically different style of working.

New leaders need to focus on their communications skills, and communicate effectively with their teams. They need to know how to plan short- and long-term goals, define work objectives, and manage



conflicting priorities, to encourage team to provide feedback, so that everyone on the team can improve. It's important for new managers and leaders to know how to delegate effectively.

*2 step: Managing Others to Managing Managers*

New managers at this level need to know how to hold level one managers accountable. Managers in level two are also responsible for training the managers in level one. at level two, managers must have the knowledge and skills needed to build an effective team. These managers need to know how to allocate resources to the people and teams below them.

*3 step: Managing Manager to Functional Manager*

Making a transition to this level requires a great deal of maturity, and the ability to build connections with other departments. Leaders at this level must know how to think over the long-term, as they'll need to plan for the medium-term future. They must also understand the organization's long-term goals, so that their functional strategy aligns with these aims.

*4 step: Functional Manager to Business Manager*

This transition may be the most challenging of the six leadership passages, because these professionals have to change the way that they think. When you're managing a business, complexity is high, the position is very visible, and many business managers receive little guidance from senior leaders.

New business managers have to adjust their thinking to focus on future growth in all areas of the organization. They need to understand each function of the organization and know how these functions interrelate. Without this understanding, business managers will likely only focus on one or two functions, which could damage the organization's growth.

Encourage new business managers to get to know their functional managers well – for example, by talking with them and taking them on important trips; this will allow them to get to know the decision makers in each function and help them understand each function's value to the organization.

This group needs to know about the organization's core business processes, and understand where the profit lies within these processes. Without this knowledge, business managers can make costly strategic mistakes.

*5 step: Business Manager to Group Manager*

At this level, managers are responsible for individual businesses which are often dispersed around the world. They must have the ability to get these businesses working together to accomplish the broader organization's long-term goals and objectives.

*6 step: Group Manager to Enterprise Manager*

This is the most visible position in the company; after all, if the CEO fails, it influences how people perceive the organization. While organizations can use these progressions to help develop their people, individuals can also use them to grow personally, increasing their knowledge and skills so that they're ready for their next promotion.