

Leadership Passagesⁱ

	Manage Self (Individual Contributor)	Manage Others (1 st Line Manager)	Manage Managers (2 nd Level Management)	Functional Manager	Business Manager	Group Manager	Enterprise Manager
		Passage 1	Passage 2	Passage 3	Passage 4	Passage 5	Passage 6
Skills	<p><i>Do assigned work within given time frames and ways that meet objectives. They make increased contributions and are then considered “promotable”.</i></p> <ul style="list-style-type: none"> Quality work. Appropriate content. 	<p><i>Learn to plan work, fill jobs, assign work, motivate others, coach others, and measure work of others.</i></p> <ul style="list-style-type: none"> Planning Coaching 	<p><i>Learn to identify and select individuals for management and coach them to management. They bring people into the leadership pipeline—big responsibility.</i></p> <ul style="list-style-type: none"> Assigning managerial and leadership work to their managers and measuring their progress as managers (and coaching them). Strategic thinking—identify strategic issues that support the overall business. Think beyond their functional area. Coaching managers into managers rather than individual contributors. Return managers to individual contributor levels if they can’t embrace management. 	<p><i>Learn to become skilled in taking other functional concerns and needs into consideration because they report to multifunctional general managers.</i></p> <ul style="list-style-type: none"> Team play with other functional managers AND competition for resources based on business needs. Become proficient strategists for their functional area as well as blending w/ the overall business strategy. Delegate responsibility for overseeing many functional tasks to direct reports. Think and act like a functional leader than a functional member. 	<p><i>Learn to integrate functions (not just becoming more strategic and cross-functional in thinking). Learn to shift from looking at plans and proposal functionally to a profit perspective and long-term view.</i></p> <ul style="list-style-type: none"> Skilled in working with a wider variety of people than ever before. More sensitive to functional diversity issues. Communicating clearly and effectively. Balance between future goals and present needs and making trade-offs between the two. Meet quarterly profit, market share, product and people targets, and plan 3-5 yrs into future. 	<p><i>Learn to run two or more businesses.</i></p> <ul style="list-style-type: none"> Inspire and support the performance of business managers that report to you. Proficient at evaluating strategy for capital allocation and deployment (learn ask the right questions, analyze right data, and apply right corporate perspective to evaluate multiple strategies) Develop business mgrs. Evaluate the portfolio of businesses (right mix, what to add/subtract) Assess core capabilities to win (avoid wishful thinking). Factor complexities of running multiple businesses. 	<ul style="list-style-type: none"> Long-term visionary thinkers. Develop operating mechanisms to know and drive quarter-by-quarter performance in tune w/ long-term strategy. Well-developed external sensitivity, ability to manage external constituencies, sense external shifts and do something about them proactively. Inspiring the entire employee population through a variety of communication tools.
Use of Time	<p><i>Learning involves planning so that work is completed on time and of quality.</i></p> <ul style="list-style-type: none"> Reliable. 	<p><i>Learn to reallocate their time so they not only complete their assigned work but also help others perform effectively. Shift from doing work to getting work done through others. Learn to let go of their “old” work—technical—and embrace management.</i></p> <ul style="list-style-type: none"> Make time for others. 	<ul style="list-style-type: none"> Coaching managers (implement the instruction-performance-feedback cycle repeatedly). 	<ul style="list-style-type: none"> Participating in business team meetings and working with other functional managers. 	<p><i>Learn to take thinking time.</i></p> <ul style="list-style-type: none"> Stop “doing” every second of the day and reserve time for reflection and analysis. (Leadership pipeline becomes clogged if this doesn’t happen.) 	<ul style="list-style-type: none"> Spend 50% or more of their time coaching and developing people. Devote at least 25% of their time to strategy and strategy-related work. Between 10-20% is spent on enterprise needs. 	<p><i>Assemble high-achieving and ambitious direct reports (know some want his/her job).</i></p>
Work Values	<p><i>Accept company culture and adopt professional standards.</i></p>	<p><i>Usually the most difficult change. Learn to value managerial work rather than just tolerate it. Learn to value making others productive.</i></p>	<p><i>Learn to value strategic and go beyond individual contributions and functional work.</i></p>	<p><i>Learn to value areas outside their own functional expertise.</i></p> <ul style="list-style-type: none"> Adopt a broad, long-term perspective. Long-term strategy (e.g., state-of-the-art, futuristic thinking for their function) that is a sustainable competitive advantage—not just immediate/temporary. 	<p><i>Learn to value and effectively use staff functions.</i></p> <ul style="list-style-type: none"> Trust, accept advice, and receive feedback from all functional managers. 	<p><i>Learn to value multiple businesses.</i></p> <ul style="list-style-type: none"> Value the success others. 	<p><i>Learn to value out-ward looking perspective and mind-bending trade-offs.</i></p>

	Manage Self (Individual Contributor)	Manage Others (1 st Line Manager)	Manage Managers (2 nd Level Management)	Functional Manager	Business Manager	Group Manager	Enterprise Manager
	Passage 1		Passage 2	Passage 3	Passage 4	Passage 5	Passage 6
Notes	<ul style="list-style-type: none"> Usually receive additional responsibility when they become skilled individual contributors and produce good results. 	<ul style="list-style-type: none"> If this person can't let go of their "old" work and shift time to managing others they need to be returned to individual contributor roles (this is a major reason why leadership pipelines clog and leaders fail) and demotion should be strongly considered. 	<ul style="list-style-type: none"> This passage is frequently ignored. Managers must now be "pure management" by divesting themselves of individual tasks. They clog the leadership pipeline if they hold 1st line managers accountable for technical work rather than managerial work. They must learn to spot true potential leaders and not just high technical achievers for 1st line management. 	<ul style="list-style-type: none"> Challenges at this level: <ul style="list-style-type: none"> Communicating w/ individual-contributors requires penetrating 2 layers of mgmt. Must manage some areas outside their own experience. Adopting long-term, futuristic thinking is usually what gives these managers the most trouble. Requires creating functional strategy that enables them to do something better than their competition. 	<ul style="list-style-type: none"> Often the most satisfying as well as challenging passage of a manager's career because mission-critical to org and significant autonomy. More new and unfamiliar responsibilities at this level than the others. Unexplored territory—responsible for many unfamiliar functions and outcomes. 	<ul style="list-style-type: none"> Some smaller companies don't have a group manager passage—the CEO usually undertakes these responsibilities. 	<ul style="list-style-type: none"> Must accept their performance will be based on 3 or 4 high-leverage decisions annually—they must set 3 or 4 mission critical priorities and focus on them. Must let go of the pieces and focus on the whole.
Next Level	<ul style="list-style-type: none"> When they show ability to handle these responsibilities and adhere to company values. This first passage is often where highest-performing people trip if they are reluctant to personal change. They must be able to change from individual contributor to manager. 			<ul style="list-style-type: none"> This next turn to business manager is a "sharp" turn—it requires a major shift in skills, time applications, and work values. 	This next passage requires the valuing of other people's businesses and is a major shift from valuing the success of your own business and getting the lion's share of the credit.	For the next passage, a CEO who has skipped 1 or more passages can diminish the performance of managers who not only report directly to her but all the way down the line.	

November 2012
Compiled by: John Wiesman, DrPH, MPH

ⁱ This material is excerpted from: Charon R, Drotter S, Noel J. *The leadership pipeline: How to build the leadership-powered company*. 2nd Edition. San Francisco: Jossey-Bass; 2011.