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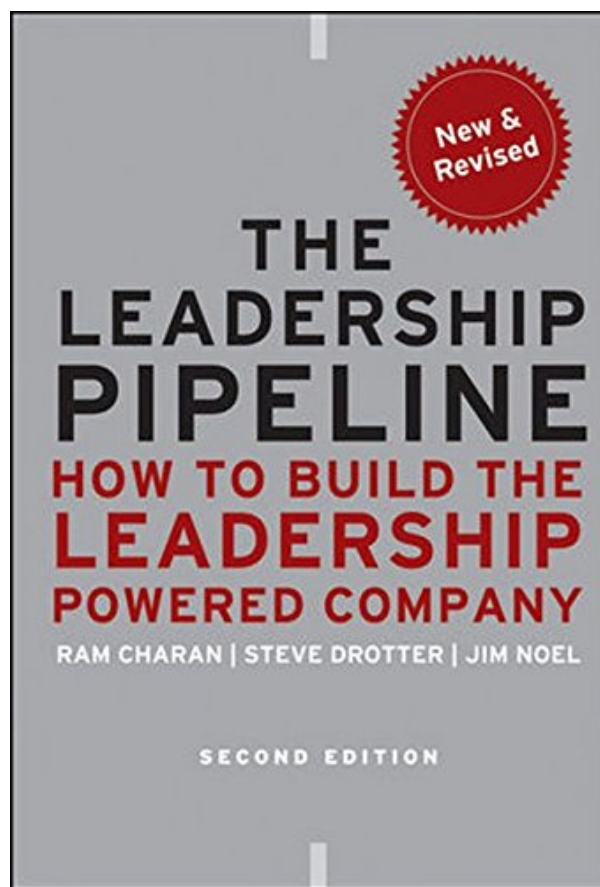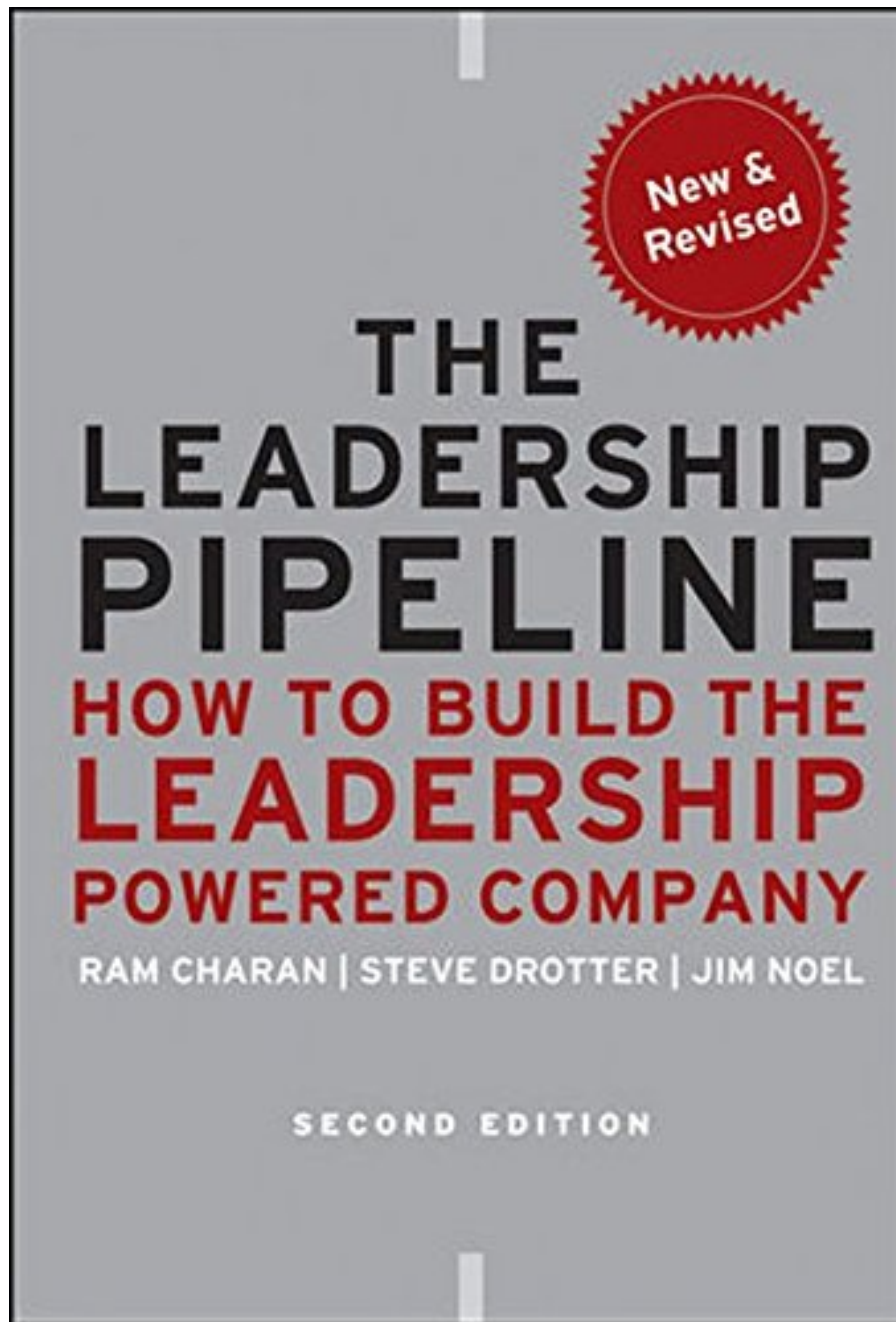

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An updated and revised version of the bestselling The Leadership Pipeline – the critical resource for how companies can grow leaders from the inside.

In business, leadership at every level is a requisite for company survival. Yet the leadership pipeline –the internal strategy to grow leaders – in many companies is dry or nonexistent. Drawing on their experiences at many Fortune 500 companies, the authors show how organizations can develop leadership at every level by identifying future leaders, assessing their corporate confidence, planning their development, and measuring their results.

New to this edition is 65 pages of new material to update the model, share new stories and add new advice based on the ten more years of experience. The authors have also added a "Frequently Asked Questions" section to the end of each chapter.

Q&A with Co-Author Steve Drotter
What is the single thing that has changed the most in leadership since The Leadership Pipeline was first publish in 2000?
Since communication is such a central requirement for leaders, the changes in electronic communication have to be at the top of the list of impactful changes. Hand-held devices, social media and speed of access combine to bombard every employee--leader or individual contributors alike--with messaging. What is good about that is very good--instant availability of people and information. What is bad about that is very bad--everything is "urgent" and everyone is distracted. Leaders have lost control of the agenda in meetings, in offices and in peoples' minds. A critical task for all leaders is to provide clarity of purpose and focus on the right outcomes. This has never been so important!

There are a lot of books on leadership, what sets The Leadership Pipeline apart?
The The Leadership Pipeline isn't theory. It is based on structured observation through over 1200 in depth executive assessments of very successful people--contenders for CEO, CFO, Group Executive and Business General Manager.

The Leadership Pipeline isn't about fads or the latest new thing. It based first on principles developed over 30 years.

The Leadership Pipeline isn't based on one industry or one culture. Work in 100 companies spread through 40 countries provided the base data.

It provides real differentiation between the layers of leadership so the company or business has a way to keep leaders from working on the wrong level and failing to produce all the required leadership results.

What is a common misconception about what a leader should or should not be working on?

There are two common misconceptions about what leaders should or shouldn't do. The first comes from the time horizon and the second comes from the uniqueness required of each layer.

The higher up a leadership position sits, the further out into the future the leader should focus. This time horizon difference starts very early in the leadership chain. An individual contributor should focus on the task at hand and its deadlines. Her boss, the first line manager, should focus on annual plans. Her boss, the manager of managers should focus on a two year time horizon. The time horizon extends for each layer above.

Each layer has a unique purpose that defines the contribution needed. Individual contributors deliver the product or service. Their boss, the first line manager, enables delivery by defining requirements, training, coaching, giving feedback, and rewarding. Their boss, the manager of managers, drives productivity by making sure the first line manager actually manages. The next layer up, function managers, deliver competitive advantage. The next layer, business managers, deliver short and long term profit.

Does this approach work for all companies, all sizes?
We have seen these concepts work with companies as small as 20 people and with global giants with several hundred thousand employees in 100 countries. The principles are exactly the same. Each layer has a unique purpose, each layer works in a different time horizon, and each layer must be differentiated from the layer below.

The leaders must provide clarity and focus no matter what the size of the company because the communication revolution affects and distracts everyone.

What are the central issues leaders must face in the next five to ten years?
The global financial crisis has resulted in pervasive uncertainty about markets, capital availability, solvency of customers and suppliers, investment strategies, etc. Competition will be fierce from developing countries. Leaders at every level will have to focus more sharply on performance than ever before. Waste, false steps, tolerance for mediocre performance or performers, bad investment decisions, out dated processes, lack of empowerment, and the like will lead more quickly to business failure. Leaders will have to provide real clarity of desired outcomes for every employee, differentiated by layer, and enable focus on obtaining those outcomes by everyone in order for their business to survive.

- Sales Rank: #21597 in Books
- Published on: 2011-01-11
- Original language: English
- Number of items: 1
- Dimensions: 9.30" h x 1.20" w x 6.30" l, 1.19 pounds
- Binding: Hardcover
- 352 pages

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Most helpful customer reviews

21 of 21 people found the following review helpful.
A fascinating and ground-breaking concept...but be very careful that you implement it correctly
By Amazon Customer
I have mixed feelings about "The Leadership Pipeline." On one side, I think this is a brilliant take on the different stages that leaders of all levels should step through in order to be their most effective. It also makes a compelling argument about what happens to companies that don't make sure their leaders are ready before they advance to the next level. The chapter on succession planning is highly valuable. On the other hand

though...the ideas presented are too mechanical in nature. The temptation for a lazy organization would be to degenerate the framework presented here into an absurd checklist used to evaluate past achievements...but without evaluating skills. I worked in a company (Newmont Mining) that took this route...and frankly the results were poor. Great leaders weren't promoted because they didn't meet the "checklist" and incompetent leaders were moved up because they had something in their past that met the checklist. A fascinating and ground-breaking concept...but be very careful that you implement it correctly.

9 of 9 people found the following review helpful.
A Personal Review - Reflecting my Leadership Journey vis a vis Leadership Pipeline
By Jim Estill
The Leadership Pipeline - How to Build the Leadership Powered Company by Ram Charan, Steve Drotter and Jim Noel was awesome. It is a must read for any aspiring leader at any level. And of course every HR dept needs multiple copies. (and check my reviews, I don't often say this or give 5 stars)

I like Ram Charan's books. He is a clear thinker.

One thing I like about the book is it encourages organizations to look within for leaders. I do think it is good to have some outside talent but the culture of the organization is often best fostered by existing people. I think promoting from within also keeps knowledge within the company.

Leadership Pipeline talks of leadership mostly within larger organizations. This is not where my experience is.

The book talks about 6 passages of leadership.

1 - From managing self to others. Moving from technical proficiency to planning, delegation, coaching etc. There is a good table that lays out the changes/skills required in each phase.

2 - From managing others to managing managers

3 - From Managers to functional managers. At this stage, the leader needs to penetrate 2 levels of the company. I often call this the rule of 49. A good leader can manage 7 people who can manage 7 people. Beyond 49 people, style needs to change.

4 - From Functional managers to business leader. Interestingly, I started my career here. I started my business so was always responsible for the whole business. I grew through managing others in a few months. In a couple of years, I was managing managers. After that, it took me 8 or 9 years before I had to manage functional managers. I do not recall how many people I had in each year of our growth but I do recall sales numbers. It took us 9 years to reach $40,000,000 in sales.

I must have had trouble growing through that level since our sales stalled for 3 years at that level before growing to $68,000,000. We went public the following year and sales beat $100,000,000 the next year.

5 - The next step is going from managing a business unit to managing a group of businesses. I am not sure I really hit that stage at EMJ. Or perhaps I just touched it. At this stage, leaders need to learn to influence more than control.

I sold EMJ to SYNNEX when our sales were $350,000,000.

6 - Going from group leadership to enterprise leadership. I did some of this at EMJ but it was not until I went to SYNNEX and sale rose to over $1 Billion that this became more of the norm. Even then, SYNNEX was a small company so I still had much to learn and growth to do to truly become an enterprise leader.

One thing that limits leaders is their sticking to proven strategies. EG - an individual performer might dig in more to do the work instead of moving to a coach, trainer, mentor etc. Part of growing as a leader is being willing to let go.

I recall having to deliberately let go (and it was tough). For example, at one point, I decided I just should not enter an order or give customers delivery information (it was taking too much of my time and I was finding people I met were using me as their sales rep). It was tough.

Much of growing as a leader for me had to do with deliberate study. I would always ask myself what I would need to do or learn to get to the next level (not meaning these leadership levels meaning the next sales/organization size)

Leadership pipeline has a good section on identifying potential leaders and succession plans (SYNNEX did a fair job of that - and I only say fair since I think doing it well is almost impossible)

Great book - I highly recommend it.

6 of 6 people found the following review helpful.
An Excellent Explanation and Summary of Essential Management Skill Changes As One Move Up the Hierarchy -
By Loyd Eskildson
The beauty of this book is that the authors' conclusions are based on their work at over 100 international companies and show how a company can develop leadership in each layer by recognizing the different skills required at each one. They contend that in a large, decentralized business (other than highly technical or professional) there are six career passages, each requiring different leadership skills. Unfortunately, many manages often cling to skills appropriate to prior levels (eg. managing others, in Level One) even though they're now at Level Two - managing managers, or still relying on skills managing themselves after being promoted to group manager. Some companies, such as G.E. and Citigroup, provide management development programs tailored specifically to varying levels; most, unfortunately, don't.

Many new managers prefer to spend time on their 'old' work, even as they take larger responsibilities. However, the pressure to spend less time on individual work and more on managing increases at each level. They must also learn to believe that making time for others, planning, coaching, etc. are necessary and their responsibility. The transition from managing others to managing managers takes the individual to where individual contributions are no longer part of their job description. Managers managing managers must also concern themselves with selecting people to become managers, coaching and empowering them in both goal pursuit and budget development, as well as themselves considering strategic issues that support the overall business. A common underlying rationale for problems in doing such is the organization having mistakenly choosen high technical achievers for first-line managerial spots rather than true potential leaders. One of the tough responsibilities of managers of managers is to return people to individual-contributor roles if they don't shift their behaviors and values.

Skip-level communications at higher levels, without diminishing the authority of lower-level managers, is needed to avoid being out of touch, as well as knowing how well his direct reports are supervising their people. Institution leaders must think long-term and visionary strategy. Their performance will be based on

three or four high-leverage decisions/year. This is also the one leadership position for which inspiring the entire employee population is essential.

See all 52 customer reviews...

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