

*THE LEADERSHIP PIPELINE INSTITUTE*

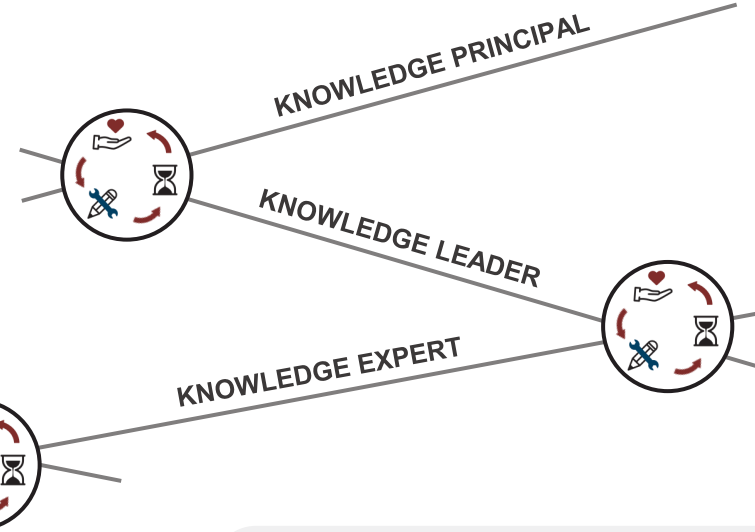
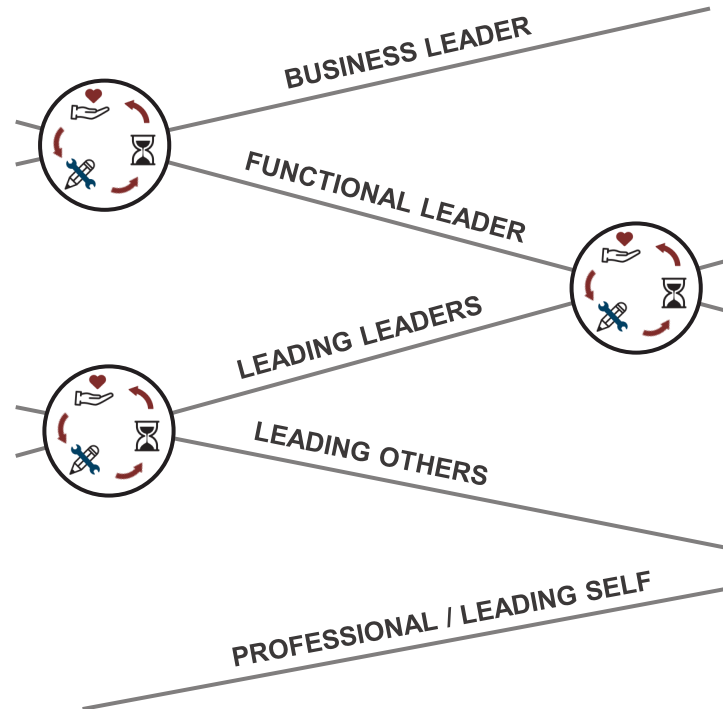
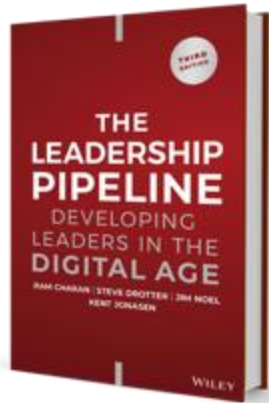
# INTEGRATED TALENT MANAGEMENT



# OUR FOCUS—AN INTEGRATED TALENT PIPELINE

## THE LEADERSHIP PIPELINE

## THE SPECIALIST PIPELINE



**Career Transition**

- Work Values
- Time Application
- Skills



# Why We Have a Finance Architecture

Envision a company that does not have a general ledger, a budget process, a cost accounting system, and a capital allocation process that are tied together

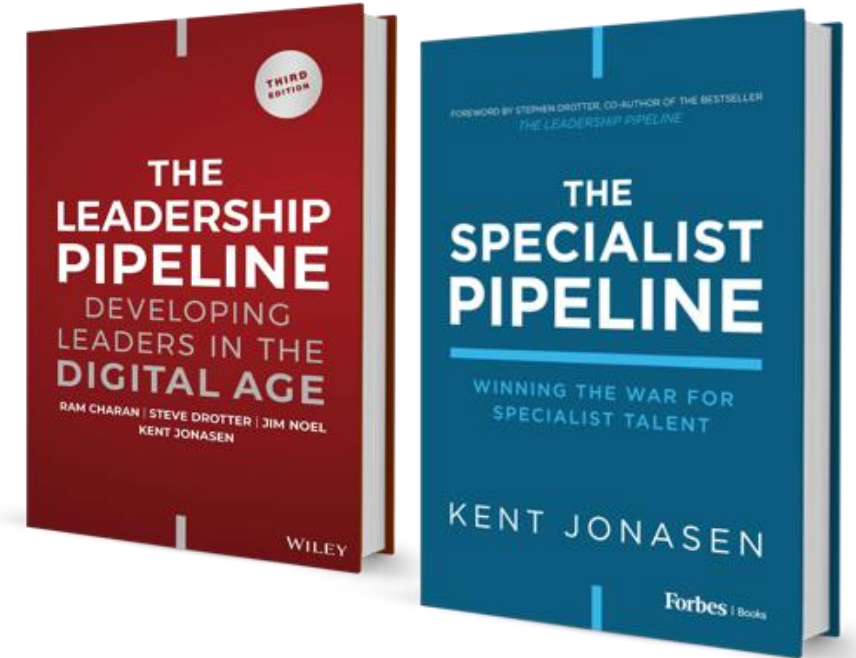
Not easy to envision – right?

Your finance architecture enables the entire organization to work with and talk about financial matters in a consistent way



# Talent Architecture Requirements

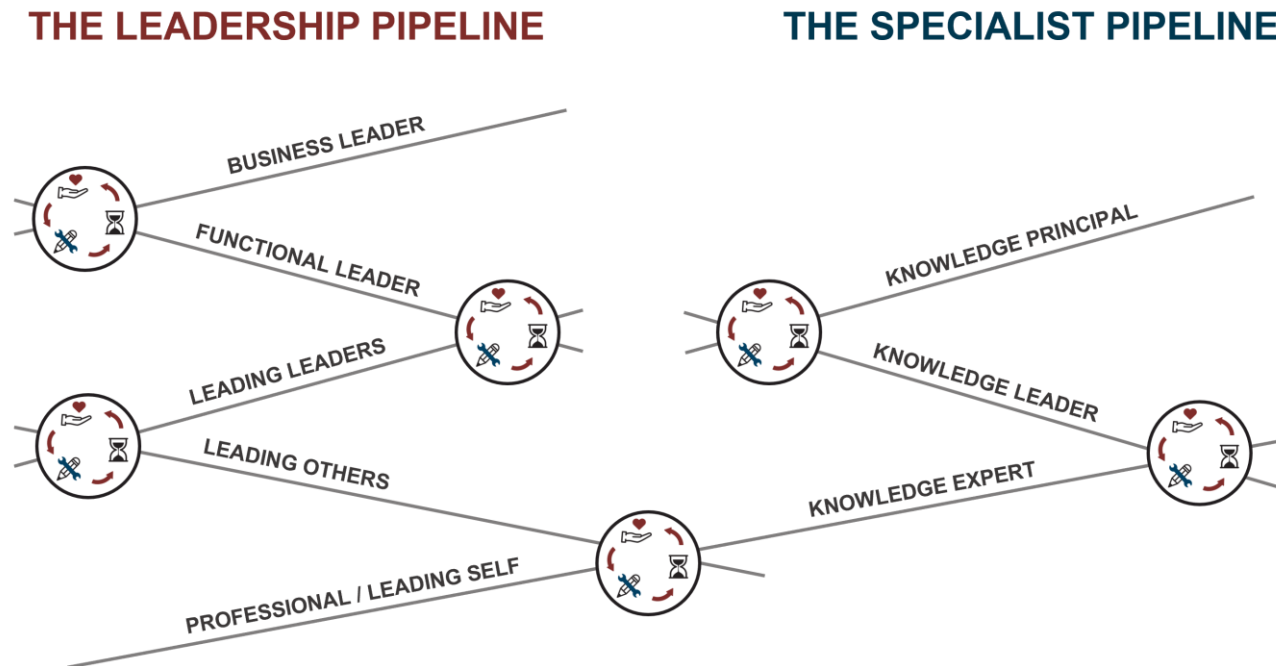
- You need an enduring people architecture enabling the entire organization to work with and talk about people matters in a consistent way
- The architecture needs to set *common standards* for both performance and potential, differentiated by layer
- And the architecture must be simple enough allowing leaders/specialists at every level to quickly grasp what it means to perform and be effective *at their level*



# The Pipeline Models

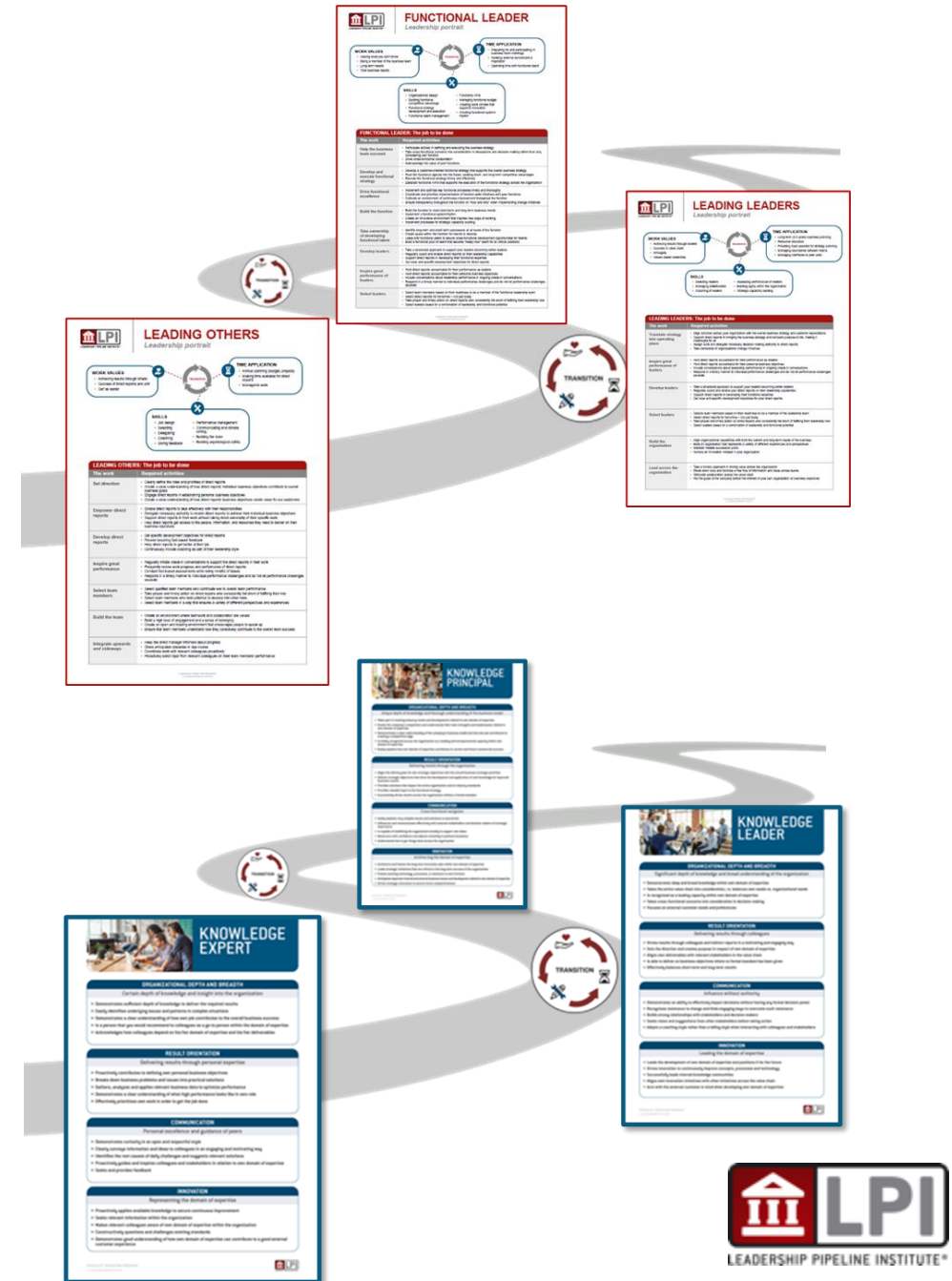
The Pipeline models offers first principles for mapping and building a leadership / specialist frameworks that secures a sustainable competitive advantage through people. It helps you:

- **Map key leadership / specialist layers/roles** across the organization
- **Create a Leadership / Specialist Portrait** for each of the key leadership layers/roles
- **Define the critical transitions** in terms of work values, time application and skills faced when moving from one role to another



# The Leadership & Specialist Portraits

- By clearly defining “The job to be done” for each key leadership/specialist role, you create transparency about what is expected of them in the organization, and you support them in recognizing how they add unique value to the organization in their specific role.
- This role clarity is key to effective business execution, enabling a leader-led development culture and supporting leaders and specialists operating at the right level.



# Leader of Others

## WORK VALUES

- Achieving results through others
- Success of direct reports and unit
- Self as leader

## TIME APPLICATION

- Annual planning (budget, projects)
- Making time available for direct reports
- Managerial work

## SKILLS

- Job design
- Selecting
- Delegating
- Coaching
- Giving feedback
- Performance management
- Communicating and climate setting
- Building the team
- Building psychological safety

## LEADING OTHERS: The job to be done

The work	Required activities
Set direction	<ul style="list-style-type: none"><li>• Clearly define the roles and priorities of direct reports</li><li>• Create a clear understanding of how direct reports' individual business objectives contribute to overall business goals</li><li>• Engage direct reports in establishing personal business objectives</li><li>• Create a clear understanding of how direct reports' business objectives create value for our customers</li></ul>
Empower direct reports	<ul style="list-style-type: none"><li>• Enable direct reports to deal effectively with their responsibilities</li><li>• Delegate necessary authority to enable direct reports to achieve their individual business objectives</li><li>• Support direct reports in their work without taking direct ownership of their specific work</li><li>• Help direct reports get access to the people, information, and resources they need to deliver on their business objectives</li></ul>
Develop direct reports	<ul style="list-style-type: none"><li>• Set specific development objectives for direct reports</li><li>• Provide recurring fact-based feedback</li><li>• Help direct reports to get better at their job</li><li>• Continuously include coaching as part of their leadership style</li></ul>
Inspire great performance	<ul style="list-style-type: none"><li>• Regularly initiate check-in conversations to support the direct reports in their work</li><li>• Frequently review work progress and performance of direct reports</li><li>• Conduct fact-based assessments while being mindful of biases</li><li>• Respond in a timely manner to individual performance challenges and do not let performance challenges escalate</li></ul>
Select team members	<ul style="list-style-type: none"><li>• Select qualified team members who contribute well to overall team performance</li><li>• Take proper and timely action on direct reports who consistently fall short of fulfilling their role</li><li>• Select team members who hold potential to develop into other roles</li><li>• Select team members in a way that ensures a variety of different perspectives and experiences</li></ul>
Build the team	<ul style="list-style-type: none"><li>• Create an environment where teamwork and collaboration are valued</li><li>• Build a high level of engagement and a sense of belonging</li><li>• Create an open and trusting environment that encourages people to speak up</li><li>• Ensure that team members understand how they collectively contribute to the overall team success</li></ul>
Integrate upwards and sideways	<ul style="list-style-type: none"><li>• Keep the direct manager informed about progress</li><li>• Share anticipated obstacles in due course</li><li>• Coordinate work with relevant colleagues proactively</li><li>• Proactively solicit input from relevant colleagues on their team members' performance</li></ul>

# Leader of Leaders

## WORK VALUES

- Achieving results through leaders
- Success in value chain
- Ambiguity
- Values based leadership

## TIME APPLICATION

- Long-term (2-3 years) operational planning
- Resource allocation
- Providing input upwards for strategy planning
- Managing boundaries between teams
- Managing interfaces to peer organizations

## SKILLS

- Organizational design
- Selecting leaders
- Managing stakeholders
- Developing leaders

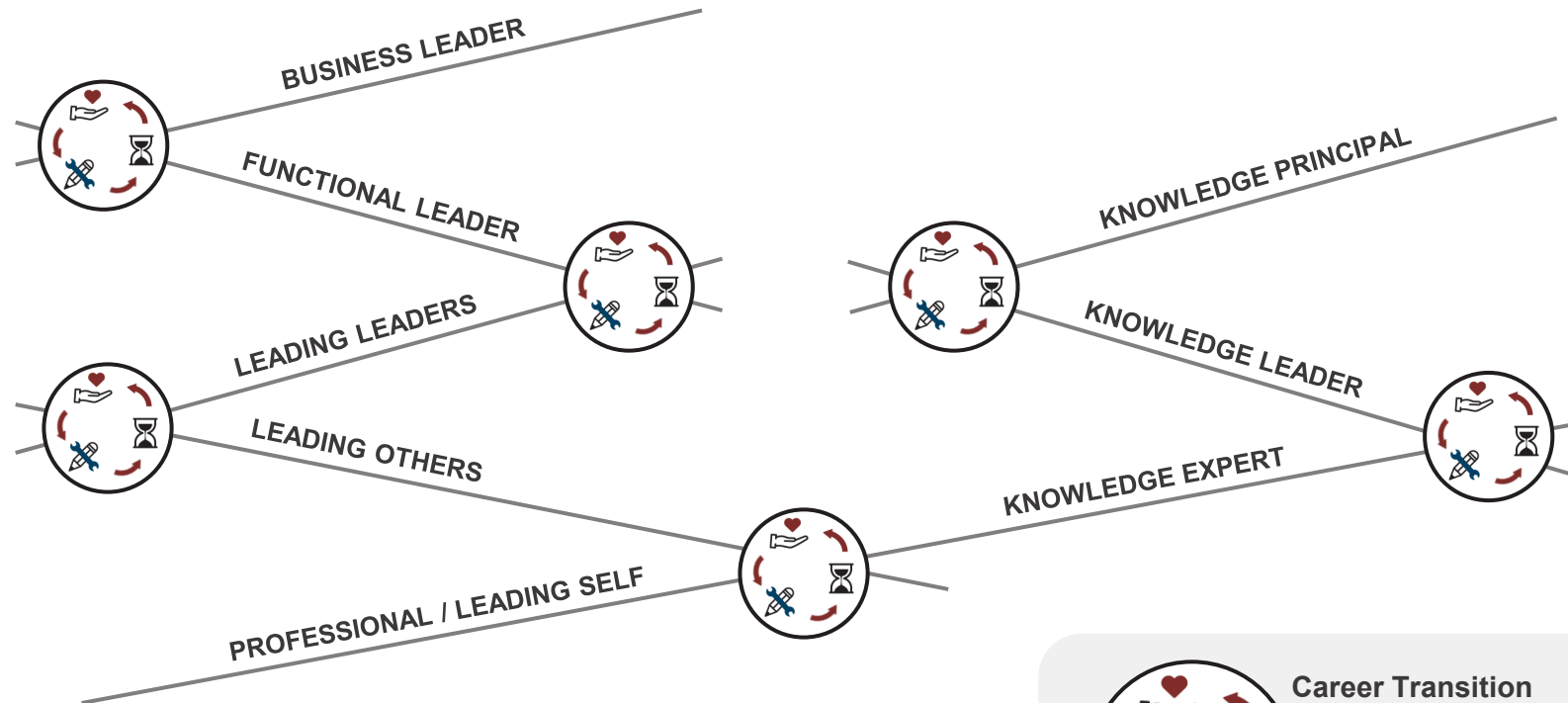
## LEADING LEADERS: The job to be done

The work	Required activities
Translate strategy into operating plans	<ul style="list-style-type: none"><li>• Align activities across your organization with the overall business strategy and customer expectations</li><li>• Support direct reports in bringing the business strategy and company purpose to life, making it meaningful for all</li><li>• Assign work and delegate necessary decision-making authority to direct reports</li><li>• Take ownership of organizational change initiatives</li></ul>
Inspire great performance of leaders	<ul style="list-style-type: none"><li>• Hold direct reports accountable for their performance as leaders</li><li>• Hold direct reports accountable for their personal business objectives</li><li>• Include conversations about leadership performance in ongoing check-in conversations</li><li>• Respond in a timely manner to individual performance challenges and do not let performance challenges escalate</li></ul>
Develop leaders	<ul style="list-style-type: none"><li>• Take a structured approach to support your leaders becoming better leaders</li><li>• Regularly coach and enable your direct reports on their leadership capabilities</li><li>• Support direct reports in developing their functional expertise</li><li>• Set clear and specific development objectives for your direct reports</li></ul>
Select leaders	<ul style="list-style-type: none"><li>• Selects team members based on their readiness to be a member of the leadership team</li><li>• Select direct reports for tomorrow – not just today</li><li>• Take proper and timely action on direct reports who consistently fall short of fulfilling their leadership role</li><li>• Select leaders based on a combination of leadership and functional potential</li></ul>
Build the organization	<ul style="list-style-type: none"><li>• Align organizational capabilities with both the current and long-term needs of the business</li><li>• Build an organization that represents a variety of different experiences and perspectives</li><li>• Maintain reliable succession plans</li><li>• Nurture an innovation mindset in your organization</li></ul>
Lead across the organization	<ul style="list-style-type: none"><li>• Take a holistic approach in driving value across the organization</li><li>• Break down silos and facilitate a free flow of information and ideas across teams</li><li>• Stimulate collaboration across the value chain</li><li>• Put the goals of the company before the interest of your own organization or business objectives</li></ul>

# OUR FOCUS—AN INTEGRATED TALENT PIPELINE

## THE LEADERSHIP PIPELINE

## THE SPECIALIST PIPELINE



**Career Transition**

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# Knowledge Expert

## WORK VALUES

- Self as specialist
- **Success of peers**
- Proactively find better ways of doing things

## TIME APPLICATION

- Represent own domain of expertise
- **Guide and train colleagues**
- Build own professional brand

## SKILLS

- **Set own objectives**
- **Give feedback**
- Continuous improvement
- Structured problem solving



## KNOWLEDGE EXPERT

*The job to be done*

### Organizational depth and breadth

Certain depth of knowledge and insight into the organization

- Demonstrates sufficient depth of knowledge to deliver the required results
- Easily identifies underlying issues and patterns in complex situations
- Demonstrates a clear understanding of how own job contributes to the overall business success
- Is a person that you would recommend to colleagues as a go-to person within the domain of expertise
- Acknowledges how colleagues depend on their domain of expertise and their deliverables

### Result orientation

Delivering results through personal expertise

- Proactively contributes to defining own personal business objectives
- Breaks down business problems and issues into practical solutions
- Gathers, analyzes and applies relevant business data to optimize performance
- Demonstrates a clear understanding of what high performance looks like in own role
- Effectively prioritizes own work in order to get the job done

### Communication

Personal excellence and guidance of peers

- Demonstrates curiosity in an open and respectful style
- Clearly conveys information and ideas to colleagues in an engaging and motivating way
- Identifies the root causes of daily challenges and suggests relevant solutions
- Proactively guides and inspires colleagues and stakeholders in relation to own domain of expertise
- Seeks and provides feedback

### Innovation

Representing the domain of expertise

- Proactively applies available knowledge to secure continuous improvement
- Seeks relevant information within the organization
- Makes relevant colleagues aware of own domain of expertise within the organization
- Constructively questions and challenges existing standards
- Demonstrates good understanding of how own domain of expertise can contribute to a good external customer experience

# Knowledge Leader

## WORK VALUES

- Achieve results through colleagues
- 2-3 years' planning
- Success of the colleagues
- Ambiguity
- Build relationships

## TIME APPLICATION

- Lead own domain of expertise
- Stakeholder management
- Communicate upward and sideways

## SKILLS

- Change management
- Coach for results
- Influence



**KNOWLEDGE LEADER**

*The job to be done*

### Organizational depth and breadth

Significant depth of knowledge and broad understanding of the organization

- Demonstrates deep and broad knowledge within own domain of expertise
- Takes the entire value chain into consideration, i.e. balances own needs vs. organizational needs
- Is recognized as a leading capacity within own domain of expertise
- Takes cross-functional concerns into consideration in decision making
- Focuses on external customer needs and preferences

### Result orientation

Delivering results through colleagues

- Drives results through colleagues and indirect reports in a motivating and engaging way
- Sets the direction and creates purpose in respect of own domain of expertise
- Aligns own deliverables with relevant stakeholders in the value chain
- Is able to deliver on business objectives where no formal mandate has been given
- Effectively balances short-term and long-term results

### Communication

Influence without authority

- Demonstrates an ability to effectively impact decisions without having any formal decision power
- Recognizes resistance to change and finds engaging ways to overcome such resistance
- Builds strong relationships with stakeholders and decision makers
- Seeks views and suggestions from other stakeholders before taking action
- Adopts a coaching style rather than a telling style when interacting with colleagues and stakeholders

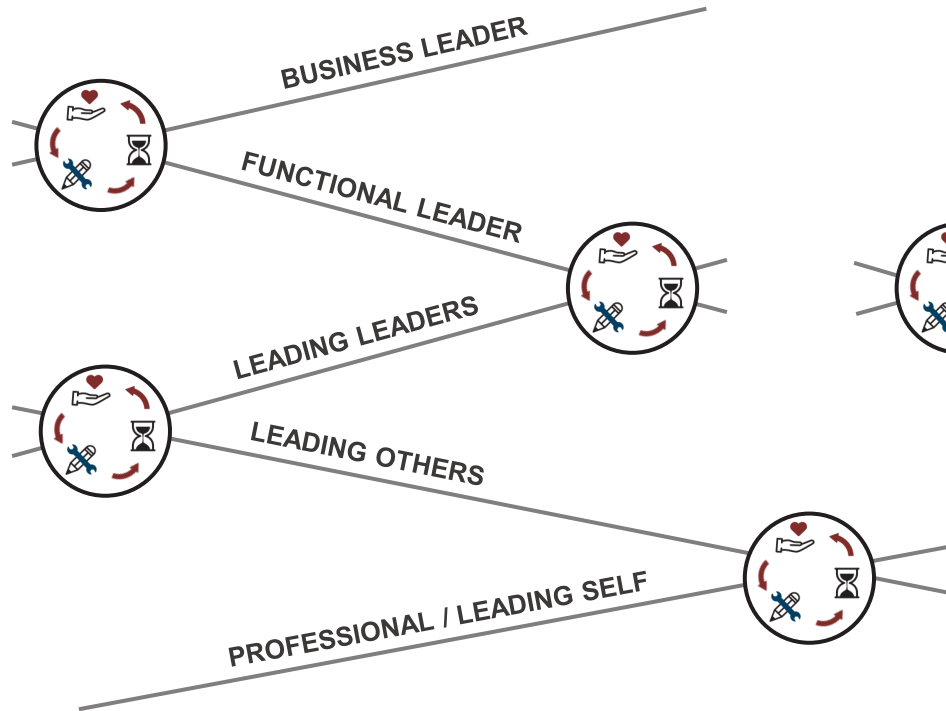
### Innovation

Leading the domain of expertise

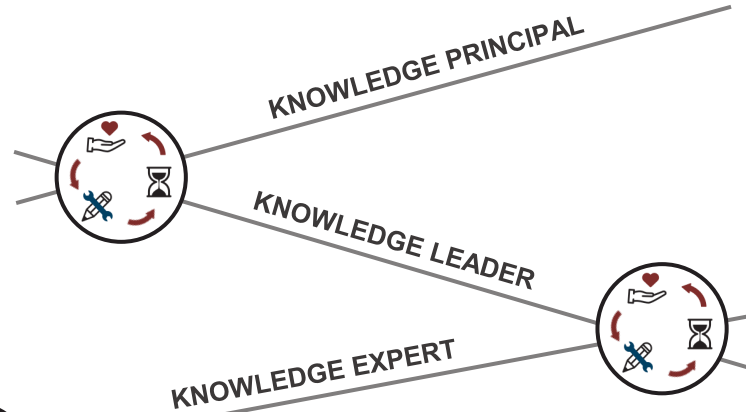
- Leads the development of own domain of expertise and positions it for the future
- Drives innovation to continuously improve concepts, processes and technology
- Successfully leads internal knowledge communities
- Aligns own innovation initiatives with other initiatives across the value chain
- Acts with the external customer in mind when developing own domain of expertise

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Continue the conversation  
Stop by our booth #105

Contact us:

[Info@LP-Institute.com](mailto:Info@LP-Institute.com)

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