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Professional Development



## **White Paper**

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### **A Guide to the Leadership Pipeline**

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## How do you plan for the success of your future leaders?

Great leaders do not become great by continuing to do the same things that made them successful earlier in their career. Capable and inspiring leaders are a pre-requisite for a successful business yet plenty of organisations fail to plan for the personal growth of their emerging leaders. They are often content to promote them up the leadership ladder based on previous success but this can leave emerging talent unprepared for what new behaviours and skills will be demanded of them.

‘Leadership and Learning are indispensable to each other’

**John F. Kennedy**

The Leadership Pipeline model is a proven way of implementing an organized, holistic approach to the learning and development of emerging leaders. It shows the six key transition phases of the leadership ladder, each requiring a new set of skills and behaviours.

### The 6 Key Transition Phases:



### Behaviours & Skills Required at each phase:

- Humility, Decisiveness, Inner Strength, Thinking on their feet
- Resource Allocation, Market Prediction and Segmentation, Global business etiquette
- Expanded thinking to encompass growth in ALL areas of the business, Time Management Skills (key projects & people)
- Strategic thinking, keeping up to date, active listening, read body language
- Coaching and mentoring skills, building an effective team, budgeting
- Communication and Delegation Skills, Providing Direction

### The Leadership Pipeline Model

*by Ram Charan, Stephen Drotter, and James Noel*

The transition at each rung in the ladder presents challenges and opportunities. It is tempting at every transition phase for the emerging leader to operate at one or two levels below their current role as this is often where their comfort zone resides and where they know they have been successful.

‘Leadership ultimately is about influence and leverage. You are, after all, only one person. To be successful, you need to mobilize the energy of many others in your organization’

**Michael D. Watkins**

It is essential, however, that leaders learn to let go of what they know they can do themselves and start to employ the skills and behaviours they will need to have in place to ensure that the work gets done, but by others. This can be a significant transition for leaders and demands a shift in their mindset which is often a challenge. These ‘Tensions of Transition’ are well documented (find further reading on this subject at the end of the document).

‘They must shift from doing work to getting work done through others.’

**Stephen J. Drotter & Ram Charan**

Emerging leaders will often require support to adapt their mindset to the new behaviours. One to one Coaching is often sought at the point of change to help understand the behavioural shifts required and also to offer a safe environment to discuss some challenges around the transition.

The cost of not preparing your emerging leaders for their new roles can be considerable, both in economic terms and in terms of team performance and engagement: Over 40% of transitioning leaders underperform in the first 18 months of their role.

Our Emerging Leaders Programmes and 1-2-1 coaching are shaped by this proven model.

## **Read more about Emerging Leaders:**

To read more about transition, try 'The First 30 Days' by Michael D. Watkins, 14 May 2013, Harvard Business Review Press, ISBN-13 978-1422188613

## **Sources:**

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