

Leadership and Team Effectiveness
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Module No # 05
Lecture No # 24
Leadership Pipeline

With this particular session about this leadership pipeline, we will be discussing with you, the competency model, leadership pipeline, leadership pipeline model, potential and performance metrics, 5 leadership pipeline mistakes, and rules for developing the leadership pipeline.

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And as usual, we will be discussing the leadership papers, case studies and book recommendations on this particular topic.

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Competency Model: Hogan and Warrenfeltz Domain Model

Competency Models describe the behaviors and skills needed for organizational success. All organizational competency models fall into one of four major categories.

Interpersonal Skills - Interpersonal skills concern building and sustaining relationships. Interpersonal skills can be described in terms of three components: (a) an ability to put oneself in the position of another person, (b) an ability to accurately perceive and anticipate other's expectations, and (c) an ability to incorporate information about the other person's expectations into subsequent behavior.

Intrapersonal Skills – Intrapersonal skills develop early in childhood and have important consequences for career development in adulthood. Core components include core-self esteem, resiliency, and self-control. Intrapersonal skills form the foundation on which careers develop.



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So, whenever we are talking about the competency model that is the Hogan and Warrenfeltz domain model. And this competency model describes the behavior and skills. Now what is the most important is that whenever we are talking about the attitude, behavior, and cognitive dissonance which we have talked about earlier that are the mental attitude, a state of mind. And therefore, in that case, this competency model is mostly focused on the behavior, that is how should be the behavior and what are skills are needed for organizational success.

And all organizational competence models fall into one of 4 major categories. As we have talked about interpersonal skills and second is the intra-personal skill is there. So, at workplace, it is very important to put oneself in the position of another person and see that is if this behavior is done by others with me what will be my reaction or feelings? And others' fulfillment accurately perceives the expectations of others right and incorporates the information of other persons expectations are there.

Similarly, intra-personal is there so within it is the individuals within that are what core competency do I have? What is my liking for self that is called the self-esteem? So, if your self esteem is very high then in that case definitely, we will be able to develop the competency and behavior and skills at the workplace because we like ourselves.

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Competency Model: Hogan and Warrenfeltz Domain Model

Technical Skills (Business skills/work skills) - Technical skills differ from Intrapersonal and Interpersonal skills in that they are (a) the last to develop, (b) the easiest to teach, (c) the most cognitive, and (d) the least dependent upon dealing with other people. Technical skills involve comparing, compiling, innovating, computing, analysing, coordinating, synthesizing, and so on.

Leadership Skills - Leadership skills can be understood in terms of five components that depend upon intrapersonal, interpersonal, and technical skills. First, leadership skills entail an ability to recruit talented people to join the team. Second, one must be able to retain talent once it has been recruited. Third, one must be able to motivate a team. Fourth, effective leaders are able to develop and promote a vision for the team. Finally, leadership skill involves being persistent and hard to discourage.



Source: https://info.hoganassessments.com/hubfs/EL_Hogan_Comp_Model.pdf



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Technical skills are there, and business skills and work skills are there. So, this technical skill differs from the intrapersonal and interpersonal skills in that they are the last to develop to the easier to teach. Because they are the most of that is especially with the running of the machine physical teaching is there. The most cognitive and the least dependent upon dealing with the other people is there so here it is about yourself only.

This is very important in the organization we have to interact with others. While in the technical skills it is our own is there. And the fourth one which is most important is that the leadership skills are there. So if we are the skills and ability to recruit talented people and second is one must be able to retain talent that has been recruited must be able to motivate a team and fourth effective leaders are able to develop and promote a vision for the team. And finally, leadership skills involve being persistent and hard to discourage.

So therefore, in that case all these skills which we are talking about the 5 components is there identifying the talent that is a very big challenge is there. Like how to identify the CEO in the class. So, once you are able to find identify the CEO in the class you will be then you are supposed to get work done from them that is the retention. Retention will be another issue that is the leadership skills required that is the good people should be remaining with you only.

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Brief about Leadership Pipeline

- A systematic, visible system of identifying employees for succession, combined with the processes for their development.
- This is having a pool of prepared leaders and not just a list of prospective candidates across all organizational levels to fill vacancies in key positions when needed.

The Leadership Pipeline



Now on the basis of these skills when you talk about the intrapersonal skills, the interpersonal skills, the technical skill is there and the leadership skills are there. Then we talk about the pipe line with the help of these skills right. So, a systematic visible system of identifying the employees for succession pipeline means what that is who is at the leadership position number 1. then you will be able to replace the position number 2 and that is called succession.

So combined with the process for their development is there so always whenever we are developing the employees, we are not developing the employees only for the current position. We are developing the employees for the next level also. And that is called succession planning is there and there this leadership pipeline has to be used. So, organizations are having prepared leaders and not just a list of prospective candidates across all organizations is there.

And this is succession planning basically developing the people for the next level. It is not only at the top level only the middle level or only the junior level.

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BUILDING LEADERS AT EVERY LEVEL: A LEADERSHIP PIPELINE

- The Leadership Pipeline model shows where leaders should spend time, what behaviors they need to exhibit, and what challenges are likely at different organizational levels.
- It outlines leader development through organizational levels from the first-line supervisor to functional manager to CEO.
- The pipeline offers a roadmap for individuals who want to chart their career progression.
- It provides a useful framework for considering how leadership competencies change as people are promoted through organizations.

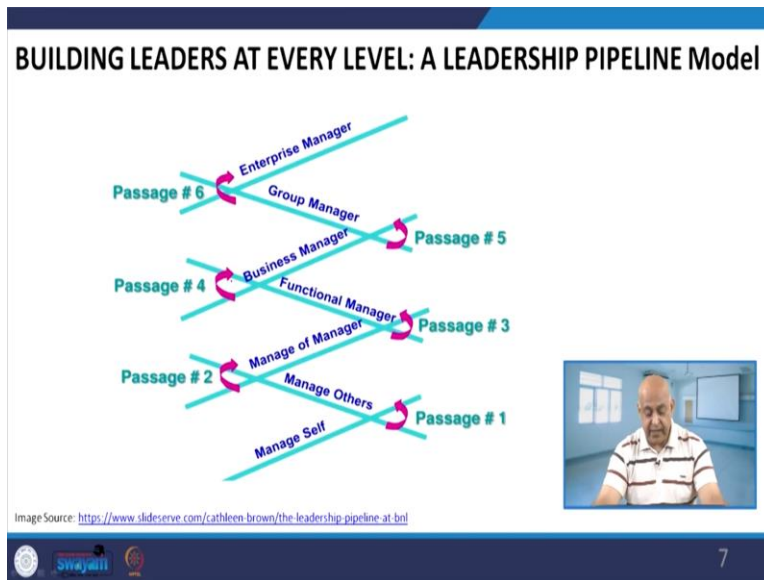


This particular planning is done on all the levels right from the junior, middle and the top level is there. So, building the leaders at every level a leadership pipeline shows the leader should spend time what behaviors they need to exhibit and what challenges are likely at different organizational levels. So, there are 3 levels basically the lower level the middle level and the top level is there. So, at every level that will require the time spending the time right so therefore in that case whenever we are talking.

But here I want to say also mention that is models of suggest that is the leadership that is the time on leadership is spent more on the junior level as compared to the top level is there. And definitely at every level there will be the different challenges are there. It outlines leader development through organizational levels from the first line supervisor to functional manager to CEO. So therefore, right from the first line supervisor as I was mentioning about the junior level at the immediate supervisor level to the workers to the workers supervisors to the workers or the chief supervisors we can say.

So, these chief supervisors from that level the leadership style to the top level management of the CEO's is concerned. The pipeline offers a roadmap for individual who want to chart their carrier progression right and therefore in that case it will be always be having this roadmap for the individual is there.

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And how it will be the roadmap that is the first and foremost is manage the self and self-management is the best management. And for that purpose, the leader is required to be highly motivated, and when he is able to manage the self properly with all these with his own habits attitude knowledge level. If he is managing then definitely, he will reach out to manage the others out there. If his knowledge level is not at a higher level how he will manage the others?

When you are managing the others manager managers is there that is how we can manage the managers because it will require fundamentally more absorptions. And the functional managers are there and these functional managers will be converted into the business manager. Then it will be with the group managers and then there will be the enterprise manager. So, building the leaders from every level right from the managing the self as a leader to the enterprise level manager other leaders are required is there.

All this will be possible only when you are developing right from the beginning of the joining of the organization of the employee. If then the employee joining from this in beginning of the organization then definitely, he will be able to learn and understand the culture of the organization. When he learns and understands the culture of the organization, he will be able to managing the self to managing others is there.

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PASSAGE 1: Managing Self to Managing Others.

- First-time managers need to learn how to reallocate their time so that they not only complete their assigned work but also help others perform effectively. They must shift from doing work to getting work done through others. This is especially difficult for first-time managers.
- Part of the problem is that they still prefer to spend time on their old work, even as they take charge of a group. Yet the pressure to spend less time on individual work and more time on managing will increase at each passage.
- If people don't start making changes in how they allocate their time from the beginning, they're bound to become liabilities as they move up. It's a major reason why pipelines clog and leaders fail.



So, first-time managers need to learn how to reallocate their time so, that they not only complete their assigned work but also help others perform effectively. So, time management in managing self is becoming the most important thing is there. And whenever when a person is able to manage himself with the time, they must shift from the doing work to getting work done through others right, and then he will be able to get the work done through others is there.

And this is especially difficult for first-time managers those who are newly entered into the managerial level for them this is becoming a typical issue. Part of the problem is that they still prefer to spend time on their old work right even as they take charge of a group. Yet spending less time on the individual work and more time on managing will increase at each passage.

So irrespective of the level whether it is a junior level, middle level, or the top level is there that is the individual has to manage and then it will be increasing with the passage of time it will be increasing. If people do not start making changes in how they allocate their time from the beginning they are bound to become liabilities as they move up.

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PASSAGE 2: Managing Others to Managing Managers.

- **Managers at Passage Two** need to be able to identify value-based resistance to managerial work, a common reaction among first-line managers.
- They need to recognize that the software designer who would rather design software than manage others cannot be allowed to move up to a leadership role. No matter how brilliant he or she might be at designing software, the individual will block the leadership pipeline if he or she does not derive satisfaction from managing and leading people.
- In fact, one of the tough responsibilities for managers of managers is to return people to individual contributor roles if they don't shift their behaviour and values.



So, therefore, in that case if in the beginning, they are not making the changes they are not developing their self. Then definitely they will; bound to develop others and themselves in the later stages there. In passage 2 whenever we are talking about managing others to the managing managers, they need to be able to identify value-based resistance to managerial work a common reaction amongst the first-line managers there.

And therefore, in that case, this value-based resistance to the managerial work will be done and a common reaction will be there amongst the first-line managers are there. And these first-line managers are leading from the front right so therefore a common reaction is expected at this level are there. They need to recognize that the software designer who would rather design software than manage others cannot be allowed to move up to a leadership role no matter how brilliant he or she might be at designing software.

And the individual will block the leadership pipeline if he or she does not derive satisfaction from managing and leading people. This is a very important point for those who think that is I am very good at my work so I will be the leader it is not so because the leadership style requires managing others also. So, you might be excellent in your job but it will not give you leadership positions because the leader requires to work with others, the leader requires to develop others, leader require to have team effectiveness leader require to take the people along with him.

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PASSAGE 3: Managing Managers to Managing Functions.

- Succeeding in the **third leadership passage** also requires increased managerial maturity. In one sense, maturity means thinking and acting like a functional leader rather than a functional member.
- But it also means that managers need to adopt a broad, long-term perspective. Long-term strategy, especially applied to their own function, is usually what gives most managers trouble at this stage.
- At this level, effective leadership entails creating a functional strategy that enables them to do something better than the competition. Whether it's coming up with a method to design more innovative products or reach new customer groups, these managers must push the functional envelope



Only then he will be in the leadership position. But if he is not moving through the leadership position, he will block that particular passage. So, what you have to learn is that in addition to your technical skills you might be very expert in your technical skills. But whenever in the organization, whenever the leadership positions are considered, it is also been seen whether people is able to get work done with the others or not.

Succeeding in the third leadership passage also requires the increased managerial maturity and in one says maturity means thinking and acting like a functional leader rather than a functional member. And therefore, it is the very important you have you are the part of the organization. But it also means that managers need to adopt a broad long term perspective long term strategies. Especially applied to their own function is what usually gives up the most managers stable at this stage and therefore designing the strategy.

Long term goals long-term planning it is not that easy which creates the problem. Effective leadership enters creating a functional strategy that enables them to do something better than the competition. So, it is not only about the completion of the performance but rather than better than that and whether it is coming up with a method to design more innovative or the reach new customer groups these managers must push the functional envelope.

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PASSAGE 4: Functional Manager to Business Manager

- This passage represents a sharp turn: A major shift in skills, time application and work values must take place. This is not simply a matter of thinking more strategically. Rather than consider the feasibility of an activity, a business manager must examine it from a short- and long-term profit perspective.
- For people who have only been in one function their entire careers, the position of business manager represents unexplored territory.
- Not only do they have to learn to manage different functions, but they also need to become skilled at working with a wider variety of people than ever before; they need to become more sensitive to functional diversity issues and able to communicate clearly and effectively.



This passage represents a sharp turn, manager to the business managers now here the passage is having the different approach. A major shift in skills time application and work values must take place. And this is not simply a matter of thinking more strategically rather than consider the feasibility of an activity a business manager must examine it from a short- and long-term profit perspective.

So therefore, in that case, these people who have only been in one function their entire careers the position of business manager represents unexplored territory. Because whenever you are talking about the functional manager to a business manager so the example is the production manager is there. Production manager may be excellent when he will become head of the all the business whether he will be able to handle the business or not is a different trick.

So not only do they have to learn and manage different functions but they; also need to become skilled at working with a wider variety of people than they ever before. They need to become more sensitive to functional diversity issues and able to communicate clearly and effectively. So, therefore, in that case, if the manager is able to communicate with the others very clearly and effectively then definitely in that case he will be more successful.

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PASSAGE 5: Business Manager to Group Manager

- A business manager values the success of his own business; a group manager values the success of other people's businesses. The distinction is critical because some people derive satisfaction only when they're the ones receiving the lion's share of the credit. As you might imagine, a group manager who doesn't value the success of others will fail to inspire and support the business managers who report to him.
- Group managers must master four skills:
 1. Evaluate strategy in order to allocate and deploy capital.
 2. Develop business managers.
 3. Develop and implement a portfolio strategy.
 4. Assess whether they have the right core capabilities to win.



Business managers to the group manager so a business manager values the success of his own business a group manager values the success of other people's business wonderful definition. So all business managers; may not be necessarily the group that manages right. Because they may have this ability to perform; their business in the best way but they may not have the ability to perform as a leading group manager.

A critical because some; people derive satisfaction only when they are the ones receiving the lions; share of the credit. As we might imagine that is a group manager who does not value the success of others will fail to inspire and support the business managers who report to him. And therefore, in that case he might be getting the results in production and productivity but he will be failing to lead the business managers.

So group managers must master 4 skills to evaluate the strategy in order to allocate and deploy capital develop business managers, develop and implement a portfolio strategy, and assess whether they have the right or core capabilities to win or not. And therefore, this particular SHRM strategy of the human resource management right from the evaluating strategy is there. And till the core capabilities to win then all these business managers to the group managers they are required to design this such leadership pipeline so that they are becoming the more and more successful.

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PASSAGE 6: Group Manager to Enterprise Manager

- The transition during the sixth passage is much more focused on values than skills. To an even greater extent than at the previous level, people must reinvent themselves as enterprise managers. They must set direction and develop operating mechanisms to know and drive quarter-by-quarter performance that is in tune with longer-term strategy.
- Enterprise leaders need to come to terms with the fact that their performance as a CEO will be based on three or four high-impact decisions each year. There's a subtle but fundamental shift in responsibility from strategic to visionary thinking, and from an operating to a global perspective.



The group managers to the enterprise managers finally the transition during these 6 passages such more focused on values than the skills. And therefore, now you see as we are going up in the passages you will find that is the HR skills are becoming more important. Working with these group people is more important than only having the expertise in your technical skills.

To an even greater extent than all the previous level people must reinvent themselves in enterprise managers they must set direction and develop operating mechanisms to know and drive quarter by quarter performance that is in tune with the longer-term strategy. So, enterprise leaders need to come; to terms with the fact that their performance as a CEO will be based on the 3 or 4 high impact decisions each year.

And therefore, in that case whatever is your performance as a CEO is there. So, the debt will be the reflecting in the terms that is the high impact decisions which you are taking in the period of time maybe from the 3 years, 4 years or 5 years. So, this will be the high impact decisions are becoming very important. There is a subtle but fundamental shift in responsibility from the strategy to the visionary making is there.

And therefore, in that case that is making the leaders right from the managing self to the enterprise manager a complete pipeline will be developed. A visionary pipeline will be developed.

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A well-defined leadership pipeline delivers important benefits

1. By establishing appropriate requirements for the six leadership levels, companies can greatly facilitate succession planning, and leadership development and selection processes in their organizations.
2. Individual managers can clearly see the gap between their current performance and the desired performance. They can also see gaps in their training and experience, and where they may have skipped a passage (or parts of a passage) and how that's hurting their performance.
3. Leadership passages provide companies with a way to improve selection. Rather than basing their selection decisions on past performance alone, personal connections or preferences, managers can be held to a higher, more effective standard.



By establishing appropriate requirements for the 6 leadership levels companies can greatly facilitate succession planning and leadership development and selection process in their organizations. Individual managers can clearly see the gap between their current performance and the desired performance. They can also see a gap in their training and experience and where they may have skipped a passage or parts of a passage and how that is hurting their performance.

So, leadership passages provide companies with a way to improve selection. Rather than basing their decision on the past performance alone personal connection are the preferences managers can be held to a higher and more effective standard. So always whenever we are talking about decision underpass performance are there then these preferences of the manager right that is very important.

So, if your preference is for the quality if your preference is for the high standard then definitely in that case your direction of the leadership will be towards that goal which will be organizing and creating a vision of the high quality or the high standard is there.

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4. A defined pipeline provides organizations with a diagnostic tool that helps them identify mismatches between individuals' capabilities and their leadership level. Therefore, remedying the situation or, if necessary, removing the mismatched person, which is more likely.
5. It helps organizations move people through leadership passages at the right speed. People who ticket-punch their way through jobs don't absorb the necessary work values and skills. The pipeline provides a system for identifying when someone is ready to move to the next leadership level.
6. It reduces the time needed to prepare an individual for the top leadership position in a large corporation. Because the pipeline clearly defines what is needed to move from one level to the next, there's little or no wasted time on jobs that merely duplicate skills.

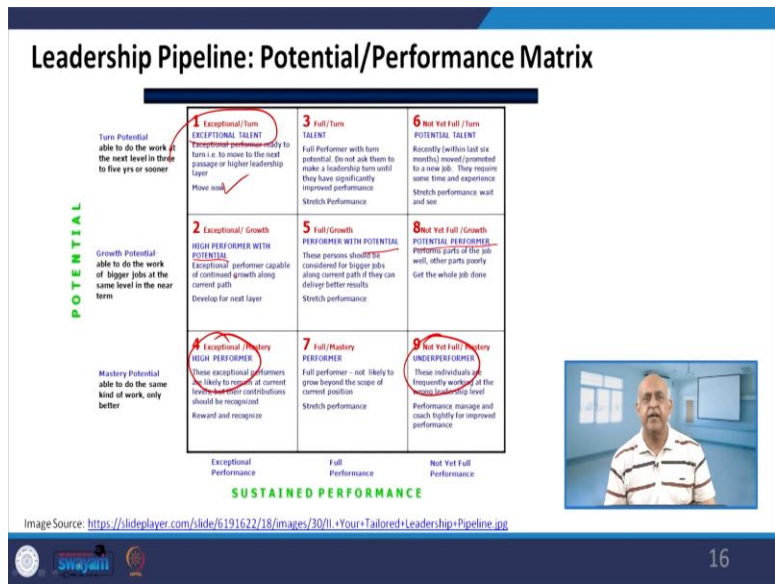


A defined pipeline provided the organization with a diagnostic and that helps them to identify mismatches between individual's capabilities and their leadership level is there. So, it is becoming very important that is whatever the individuals' capabilities are there then their leadership level that will decide about on this particular development of the pipeline. Therefore, remedying the situation or if necessary, removing the mismatched person which is more likely is there.

It helps organizations move people through leadership passages at the right speed. People who ticket punch their way through jobs do not absorb the necessary work values and skills. The pipeline provides a system for identifying when someone is ready to move to the next leadership level. It reduces the time needed to prepare an individual for the top leadership position in a large corporation.

And it is always important that is the leadership effectively and timely it is to be done. So therefore, the pipeline leadership development is there and especially in the large organization that has to be initiated at the right time. Because the pipeline clearly defines what is needed to move from one level to the next there is little or no wasted time on jobs that merely duplicate the skills.

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So the whole focus is on developing this pipeline is that that is you are developing that pipeline on a leadership timely. So whenever what is the right time is when the person enters into the organization. As soon as the person enters into the organization there should be this pipeline of leadership development that should start. Now here we will see that is how this particular pipeline potential performance matrix it works.

Right from these from the first level to the ninth that is developing the full mastery. So sustain the performance and the x-axis and therefore exceptional performance full performance and not yet full performance. And when we are talking about the potential so therefore in that case that is the mastery potential then there will be the growth potential and there will be the turn potential will be there.

So, whenever we are talking about the exceptional performance and able to work at the next level in 3 or 5 years or sooner so that will be the exceptional turn will be there. So, there in that case is the move to the next passenger high leadership layer move now. So therefore, the decision will be the move now is there. So, and in the point number 9 when we are talking about not yet full performance is there right. And then mastery potential able to do the same kind of works only better so therefore in that case that will be the under performer.

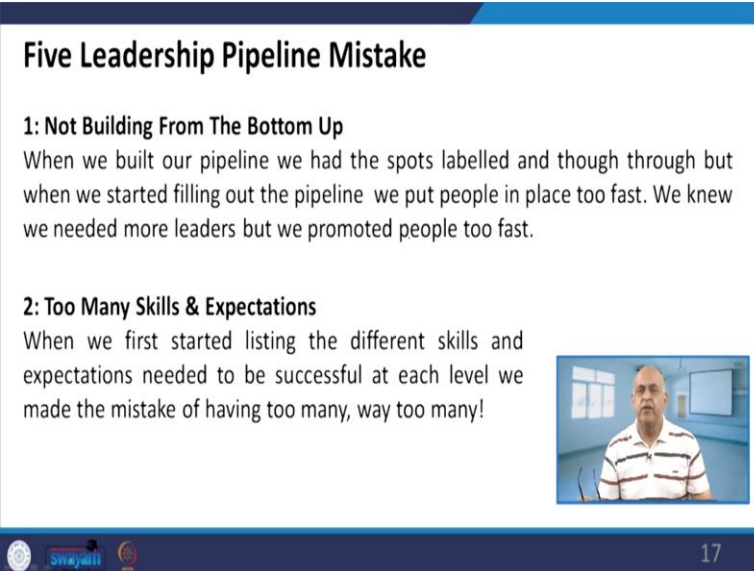
So, we have to see that is the high performer underperformer the performer is this is a potential high performer with a potential and performance with the potential and then the not yet full

growth of potential performer performance parts of the job is there. So, therefore, a potential performer is there right and a potential talent not yet full talent is there the effort is there and the talent is there.

Now what is very important is that we have to develop that exceptional talent. And identifying the right person and developing that particular person with the next level you know and immediately you will move now for the next level. That is where the leaders have to keep their eye and they have to watch on it. However, this potential can be focused and this leadership will focus on these potential employees and to reach to the exceptional performer.

Ultimately what is the goal is to develop the exceptional performer. And whenever we are having the exceptional performer development so we have to identify the potential we have to develop the employees those who are talented and when we are mixing this talent and timely that you, please do not forget.


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Five Leadership Pipeline Mistake

1: Not Building From The Bottom Up
When we built our pipeline we had the spots labelled and though through but when we started filling out the pipeline we put people in place too fast. We knew we needed more leaders but we promoted people too fast.

2: Too Many Skills & Expectations
When we first started listing the different skills and expectations needed to be successful at each level we made the mistake of having too many, way too many!



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So, where leadership fails to do this so not building from the bottom up so when we build, I pipeline we had this spots labeled and through but when we started filling out the pipeline we put people in place too fast. And we knew we needed more leaders but we promoted people too fast is there. So therefore, in that case even we know there is more needed but what we do we promote the people too fast and that type of a mistake is to be avoided.

So too many skills and expectations are there listing the different skills and expectations to be successful at each level we made the mistake of having too many ways were too many. So therefore, we require the knowledge of certain skills and therefore we also having certain expectations. But our expectations are beyond the limit right and we are expecting the skills which are not possible that much for getting the talent for our organization.


So therefore, we have to also understand our organization and the skills and the talent required. But if we are not able to identify the skills and talent that will be the mistake not resourcing the coaches enough.

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Five Leadership Pipeline Mistake (Cont.)

3: Not Resourcing Coaches Enough
The 2nd leadership transition in the pipeline is the most difficult. In this transition a leader goes from leading others to leading leaders. There is a shift in values, from doing ministry to getting ministry done through others. The leader also has to shift where they see their greatest impact in the ministry. Before their impact was found in their individual task but now their greatest impact is found in the relationships of those they lead.

4: Ignoring On-Going Training
We built the pipeline with an unintentional focus on training new leaders (On-Boarding) but we did almost no training once they were on the team (On-Going).



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So, the second leadership transition in the pipeline is the most difficult in this transitional leader goes from leading others to leading leaders. And there is a shift in values from doing ministry to getting ministry done through the others is there. So, leaders also have to shift where they see their greatest impact on the ministry before the impact was found in their individual task but how when their greatest impact is found in the relationship of those they lead.

So therefore, it that case it is always between the task and relationship is important. So, whenever you are having the task and the relationship you have to develop a balance between that. Here those who are the onboard training new leaders but we did almost no training once they were on the team ongoing is there right. So in that case at the time of the on boarding we focus on their development of the leaders.


But when we are focused on that they were on the team how they are performing with the team members then we are not having any control over them and as a result even they are boarded means take off. So, they have taken off with the right speed but they are not able to reach to the high positions it is because of this particular mistake.

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Five Leadership Pipeline Mistake (Cont.)

5: Not Building Future Development Into The Pipeline

At first we were focused on quality control, building in ways to ensure that each ministry would be run well in our absence. After a few years we had built a system that had a high bar of execution but we weren't reproducing leaders. We were doing things well but our leaders were burning out! So we had to tweak our pipeline.



Source: <https://www.ministrylibrary.com/5-leadership-pipeline-mistakes-hope-youre-not-making/>

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So not building the future development into the pipeline at first, we were focused on quality control building invest to ensure that each ministry would be run well in our absence. So many instruments' staff and the people those who are working under their particular leader. After a few years we had built a system that had a high bar of execution but we were not reproducing the leaders. So therefore, bars have been raised the requirements have been raised but we are not able to produce.

We were doing things well but our leaders were burning out so we had to tweak our pipeline. And therefore, whatever leaders you were developing and that leaders were performing at the certain extent. But at the period of time changes the definitely the new scale new knowledge that has to be developed and there our leaders were burning out. If the leaders are burning out then definitely there will not be a succession planning there will be no successor.

There is no other person who can carry out this particular situation so we had to tweak our pipeline and on basis of this pipeline we will be able to develop.


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Rules for Developing Leadership Pipeline: HBR Study

Five rules for setting up a succession management system that will build a steady, reliable pipeline of leadership talent.

Rule One: Focus on Development

The fundamental rule—the one on which the other four rest—is that succession management must be a flexible system oriented toward developmental activities, not a rigid list of high-potential employees and the slots they might fill. By marrying succession planning and leadership development, you get the best of both: attention to the skills required for senior management positions along with an educational system that can help managers develop those skills.



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Rules for developing the leadership pipeline the HBR study the 5 rules for setting up a succession management system that will be a steady reliable pipeline of leadership talent. Rule 1 focuses on development the fundamental rule and the 1 on which the other 4 rest. Succession management must be a flexible system oriented toward the development activities. And not a rigid list of the high potential employees and the slots they might fill.

So, by meaning the succession planning and the leadership development this is very important. That is our objective is the leadership development that we have to carry the succession planning for this particular objective and you get the best of both. So, therefore as we are taking care of their organizational levels so we are getting the best of both attentions to the skills required for senior management position along with an educational system that can help managers develop these skills are there.

So here the managers are working since long they are system-oriented development activities. And when we are putting them into an educational system then definitely in that case manager with the education level, they will develop themselves. If the education system is for the leadership development or maybe the management courses or maybe the team building effectiveness then we will find that we are able to develop the leaders.

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Rules for Developing Leadership Pipeline (Cont.)

Rule Two: Identify Linchpin Positions

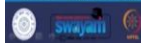
Succession management systems should focus intensively on linchpin positions— jobs that are essential to the long-term health of the organization. They're typically difficult to fill, they are rarely individual-contributor positions, and they usually reside in established areas of the business and those critical for the future.

Rule Three: Make It Transparent

A transparent succession management system is not just about being honest. Employees are often the best source of information about themselves and their skills and experiences. And if they know what they need to do to reach a particular rung on the ladder, they can take steps to do just that.



Source: <https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>



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Identify the Linchpin positions succession management means developing the leader's pipeline whatever we say the pipeline then that is about the developing the leaders. At the succession management should focus intensively on the linchpin positions jobs that are essential to the long-term health of the organization. They are typically difficult to fill because in the organization they are working since long and they want to create that environment.

So, therefore, it is very important that there is always organizations are focusing on the long-term objectives of this type of leader. They are typically difficult to fill these positions are difficult to fill and rarely individual contributor positions are there. And they usually reside in establish the area of business those critical for the future. Rule 3 is making it transparent right from the beginning in the leadership we are talking about democracy we are talking about participation and we are talking about transparency.

So here also it is making the rule 3 a transparent succession management system is not just about being honest. Employees are often the best source of information about themselves so self-awareness and their skills and experiences. And if they know what they need to do to reach a particular rung on the ladder they can take steps to do just that so, therefore, they are well aware of their competency.

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Rule Four : Measure Progress Regularly

When you meld leadership development and succession planning—and thus move away from the “replacement” mind-set of the past—measuring success becomes a long-term matter. No longer is it sufficient to know who could replace the CEO; instead, you must know whether the right people are moving at the right pace into the right jobs at the right time.

Rule Five: Keep It Flexible

Old-fashioned succession planning is fairly rigid—people don't move on and off the list fluidly. By contrast, the best-practice organizations we studied follow the Japanese notion of kaizen, or continuous improvement in both processes and content. They refine and adjust their systems on the basis of feedback from line executives and participants, monitor developments in technology, and learn from other leading organizations.

Source: <https://hbr.org/2003/12/developing-your-leadership-pipeline>



Rule 4 is measure the progress regularly when you meld leadership development and leadership planning then thus move away from the replacement mindset of the past measuring success becomes a long-term matter. So, therefore, in that case once we are matching with this succession planning and that development leaders are there then our minds should be a little bit away. Because we have to just observe managing success becomes a long-term matter and no longer is it sufficient to know who could replace the CEO.

And instead, you must know whether the right people are moving at the right pace into the right jobs at the right time, and if it is then definitely, we will be more successful. Keep it flexible old fashion succession planning is fairly rigid people do not move on and off the list fluidly. So, therefore, if somebody in the production he will not go into the administration as such very easily.

By contrast the best organizations we studied to follow the Japanese notion of Kaizen or continuous improvement in both processes and content. They refine and adjust their systems on the basis of feedback from line executives and the participants monitor developments in technology. And learn from other leading organizations and this is the basically that is peer learning is very important and these line managers have to follow this particular aspect.

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RESEARCH PAPER **Leadership competencies across organizational levels: a test of the pipeline model**


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Purpose
The leadership pipeline approach for leadership development will help organizations improve their succession systems. Leadership competencies have become widely used by organizations, and competency has become a common language when talking about leadership skills.
This paper aims to test the pipeline model of leadership development by investigating how the competency profile change across position levels.




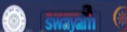
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Design/methodology/approach
The skill and importance ratings in leadership competencies were compared between four position levels. The data were from an archive 360 degree feedback (n=770). Six SMEs were also employed to rate the importance of the competencies.

Findings
The study found that the difference between two positions in terms of the relative importance of the competencies increases as the organizational hierarchical distance between the two positions increases. Comparing the skill ratings yielded similar results. Further, the correlation between the skill and importance ratings for the same position level was higher than correlations of the two types of ratings for different position levels.




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

So, this is the leadership competencies across organizational levels a test of the pipeline model this is a research paper which normally we talk you can refer to this particular paper. And the relative importance of competencies increases as the organizational hierarchy distances between the 2 positions increase is there.

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Practical implications

- One of the essential tasks in a succession system is to clearly define critical leadership skills at different levels of management. By defining the leadership pipeline, companies will be able to get their best people the right developmental experiences to help them transition from one position level to another.
- Knowing how people develop certainly will help organizations in designing their succession system and leadership development pipeline. By identifying the crucial leadership competencies for different position levels and matching these competencies with the right developmental experiences, organizations can reduce the time needed to prepare an individual for various management positions, because there is little or no wasted effort on jobs that merely duplicates skills.



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So practical implications are succession system this is how they have made the use of this particular research and they will talk about the knowing how people develop certainly will help organizations in designing their succession system.

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Case Study: Indra Nooyi

- PepsiCo is commonly acknowledged as having one of the best leadership talent management systems in the world. Pepsi's talent management systems make extensive use of competency models, 360-degree feedback tools, personality and intelligence assessments, in-basket simulations, and unit performance indexes. One of the people who has benefited from this in-depth assessment and development is Indra Nooyi.
- Nooyi is currently the chief executive officer of PepsiCo and is ranked by Forbes as the twelfth most powerful woman in the world and the second most powerful businesswoman in the world.









Image Source: <https://www.beveragedaily.com/Article/2018/10/03/Indra-Nooyi-Five-lessons-I-ve-learned-as-PepsiCo-CEO>

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This is the case study about the Indra Nooyi that is the CEO of the Pepsi.

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Case Study (Cont.)

- Nooyi grew up in India and received an undergraduate degree from Madras Christian College and a postgraduate diploma in management from the Indian Institute in Management. She also has a degree from the Yale School of Management. While in college Nooyi fronted an all-female rock band, and she is refreshingly funny and candid when speaking in public.
- Before emigrating to the United States in 1978, Nooyi was a product manager for Johnson and Johnson and the textile firm Mettur Beardsell in India. Her first job after graduating from Yale was to work as a consultant with The Boston Consulting Group. She then took senior leadership positions at Motorola and Asea Brown Boveri before moving to PepsiCo in 1994. While at Pepsi Nooyi played a vital role in the spin-off of Tricon, which is now known as Yum! Brands Inc. (Taco Bell and Kentucky Fried Chicken are some of the franchises in Yum! Brands Inc.)



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Case Study (Cont.)

- Nooyi was promoted to chief financial officer in 2001 and to the CEO position in 2006. As the head of PepsiCo, Nooyi heads up a company of 300,000 employees that generate \$66 billion in annual revenues through the worldwide sales of products such as Pepsi, Mountain Dew, Tropicana, Gatorade, Aquafina, Dole, Lipton, Doritos, Ruffles, Lays, Quaker Oats, Life cereal, and Rice-A-Roni.
- Under Nooyi, Pepsi has developed new products and marketing programs through the liberal use of cross-cultural advisory teams and now manages 22 brands that each generate over \$1 billion in annual revenues.
- Given Pepsi's global reach and emphasis on brand management, Nooyi's background seems well-suited for a recent leadership challenge. In 2006 a group of individuals in India claimed that both Coke and Pepsi products were tainted with pesticides. Later investigations disproved these allegations.



Pepsi companies have become that leader on the leading organization under the dynamic leadership of Indra Nooyi.

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Case Study (Cont.)

- But the surrounding publicity damaged Pepsi's brand in a large, developing market. Nooyi worked hard to restore the Indian public's confidence in the safety of PepsiCo's products and has more recently spent time developing healthier beverages and snacks.

Questions

1. How do you think Indra Nooyi's career matches up to the Leadership Pipeline?
2. What lessons do you think she learned as she travelled through the Leadership Pipeline that help her be a more effective CEO for PepsiCo?



<http://www.forbes.com/lists/2006/11/06/women-Indra-Nooyi> <http://www.pepsico.com/PEP> <http://www.businessweek.com/investor/content/aug2006ip/20060814> <http://www.hoovers.com/pepsico>



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So, this case study you can refer and you can find that how Indra Nooyi has developed and the organization is there and the leadership in the organization is there.

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BOOK RECOMMENDATION:

The Leadership Pipeline: How to Build the Leadership Powered Company

- **Authors:** Ram Charan, Stephen Drotter, & James Noel
- **Publisher:** Jossey-Bass; 2nd edition (January 11, 2011)
- **Language:** English
- **Paperback:** 352 Pages
- **ISBN:** 0470894563

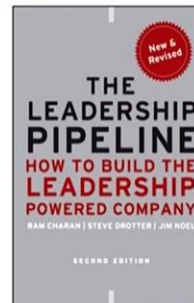


Image Source: https://images-na.ssl-images-amazon.com/images/I/41jx0APCDL_5X339_BO1,204,203,200.jpg



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This is the book the leadership pipeline how to build the leadership powered company and this is the specific book which can be referred. These are the references and this is all about what is about the leadership pipeline is thank you.