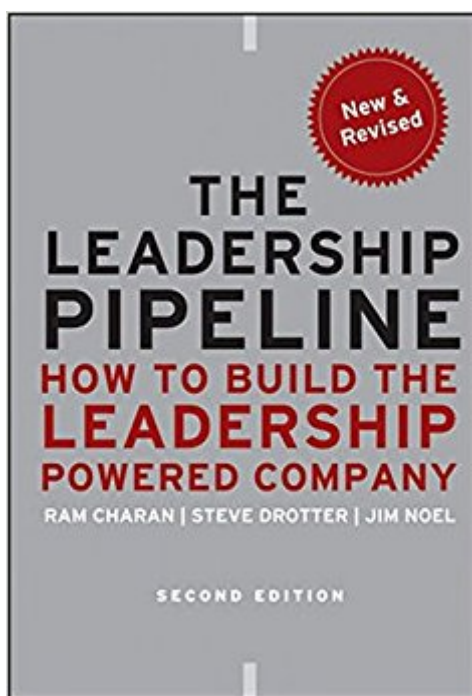


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# The Leadership Pipeline: How To Build The Leadership Powered Company



## Synopsis

An updated and revised version of the bestselling *The Leadership Pipeline* is 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 is 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 published 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 people's 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 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 is 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.

## **Book Information**

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## Customer Reviews

offers an updated model for selecting strong leaders at all levels of a business. (Finance & Management Faculty, January 2011).

"Many of the best and most successful corporations in the world have adopted the Leadership Pipeline model as the core framework for their efforts on the human side of their businesses. Built around the common leadership 'passages' all leaders go through, it helps organizations select, develop, and assess based on specific responsibilities and work values at each leadership level." —from the Foreword

Strong leaders at all levels within an organization are a requisite for business success. Yet the leadership pipeline—the internal architecture for growing leaders—is often broken or nonexistent. This updated edition of the best-selling *The Leadership Pipeline* has been revised to help address the challenges of today's business environment. Anchored in experience, it offers a tested model for planning leadership succession and development that has proven to get results. The authors draw on their work at more than one hundred international companies to report on what has been learned in the ten years since the first edition of *The Leadership Pipeline* was published. They show how a company can develop leadership in each layer of their organization by defining the different skills required as leaders move from one level to the next. They explain how time should be applied differently, how work values required for success must change, and clearly illustrate what inappropriate leadership looks like at each step. In addition, the authors answer commonly asked questions and add new insights from their in-the-field research. *The Leadership Pipeline* shows how today's companies can keep their leadership "pipeline" filled and flowing to ensure a steady supply of skilled leaders throughout the organization.

Want to be a better leader? Struggle with knowing what you should be focused on at your level? Sometimes feel like you have been promoted and still doing what you did in your previous role? Want to know what it takes to get yourself to the next level? Read this wonderfully insightful book. I use this with practically all of my executive coaching clients. Leaders often fail or falter because the organization rarely provides them with a playbook of specific expectations for their role, beginning with the first level of supervisory to the c-suite role. I have assigned this to many of my leader clients

(and HR sponsors) and found that the insights gained provide us some meaty places to work in the coaching and development of the leader. It's as if someone finally turned the lights on. The authors of this book do an amazing job of laying out an adaptive model that can help to clear away the fog that comes from lacking expectations for each level within an organization. If you're looking for your next great read, this will become your handbook for leadership now and into the future. As an executive coach, I highly recommend this read for leaders, executive coaches, and HR professionals.

Every organization at some point seems to struggle with having leaders in the right place, knowing what is expected of them and holding them accountable for meeting these expectations. Leadership Pipeline reminds readers of just that. I was reading the book through the lens of 'how can the concept be applied to a non-profit/religious organization.' I came away yes it could but it would have to be done in a simplified manner. The one great take away, that was repeated often in the book, was "don't move a person to a higher leadership position just because they are great at their current position." I would love to see the concept of Leadership Pipeline outlined for a volunteer based organization. I give the book four stars for the concept and its potential help to my organization. I did get lost in some of the details that did not apply to my organization structure.

This book was suggested to me as it would outline some of the management challenges I was facing. It was a very insightful read. This book helped me understand what I need to stop doing, and although I already had an idea it was helpful to see it clearly in black and white. The book outlines six promotional steps (the book calls them leadership passages) between managing self (i.e. being a worker) to Enterprise manager (e.g. CEO). It gives signs to look for showing what's working and what's not in subordinates and your own new role as well as pointers on how to address them. I recommend it to anyone who has recently been promoted as it highlights some of the things you have to learn to do and some of the things that you need to stop doing as your role changes. These include the way you work, what you value and how you manage your subordinates.

It is very good reading for the starting managers as well as the individual contributors but the senior managers. Some sections are repeating but it is probably the purpose of the authors to explicitly explain the reasons why managers fail or win on the way to the next level.

The book is thorough if not a bit repetitive. Basically, there are (one too many) stages of

leadership, each with its own unique skill set and value system. When a manager moves up without recognizing the shifts in skills or values needed, misery ensues. This is all very true and it hurts a little to read how things can go wrong at every level. It may be best to keep the book around during your professional life and check in every once in a while to make sure you are leveraging the right skills and valuing the right work. I would recommend this book but since only one section is relevant at a time, I would say buy and keep for the long term or borrow from a friend.

Most succession planning is absolute rubbish. Driven by airhead HR managers who think generic leadership development or worse that success in one role prepares you or qualifies you for the next. At last management science is applied by these experience professionals to the talent pipeline, combining levels of work understanding with preparation for work of the next role. Almost a handbook for bench strength all the way to the CEO

It is essential reading to leaders, especially those who are unclear about the organisational design they work in and how it affects their output and company's results through people.

This is a most fantastic book explaining the roles and responsibilities which leaders should adopt in order to build an organization which fosters strong leaders. Very insightful with lots of practical information.

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