# Index

# A

Accountability: of Business Managers, 54, 94, 105; to the CEO, 71-72; changes in, ripple effect of, 25; of Corporate Function leaders, 73; distributing, 9; of Function Managers, 48; of Group Managers, 72-73; individual, changing, tool for, 211; insight on, interviews providing, 28; of Managers of Managers, 48; and organization design, 216, 217; of Self-Managers, 181; usurping, of others, CEO avoiding, 54-55 Accounts Payable Managers, role as, 157 Action, as a transition phase, 237, 238, 240 Action planning, 179 Adaptability, 23, 36, 41-43 Aggregate interview data, use of, 30-33 Aker Solutions, 12 Alignment: checking for, 222; of HR programs, 16; strategic, 97-101 Alliances, facilitating, 82 Animosity, corporate, 111 Answers, having all the, avoiding, 68. See also Knowing cultures Apathy, 216, 242 Authority, delegating. See Delegation of authority

Balance, finding, 47, 59-70, 111 Balanced caring, 153-154, 158 Balanced scorecards, issue with, 7 Barriers, avoiding, 124. See also Obstacles Behavioral science, 16, 234 Behaviors and competencies, 139 Dench strength, lack of, 144 BHP, 12 Big ideas, focusing on, prematurely, 233-234, 242 Bigger business model, 215 Board of Directors: demands by, 47; relationship with the, 66, 82-83 Bosses: good vs. ineffective, impact of, 147; recommendations for, 240-242 Boss-related transition problems, 230-231 Brand, 55-56 Bravo Enterprises (Snelling Company), 83-85 BRC, 114-117 British American Tobacco, 12 Budgets: adding, to the standards, 249; as an indicator, limitation of, 22; plans including, 61; time frame for, 39 Bureaucracy, shift from, to ownership, 214, 216-217 Burow, P., 234, 236

Business level, additional results expected at the, 195 Business Managers: in an actual Performance Pipeline, 264–265; addressing issues with, example of, CEOs role in, 48-49; balanced engagement by, need for, 123; broadening the range of results for, example of, 26; building succession for, 71; and capital allocation, 74; coaching, 77–78, 90; competing with, 90; critical results for, 94-105; defacto, 94; defining the role of, 93, 94; development of, 77–78; enabling better decision making by, 74; expected results for, 94-109, 264-265; failure rate of, 93; focus of, in the Performance Pipeline, 14; former, hanging on to the role, issue of, 79; founders as, 130; inappropriate results for, 110–111; interviewing, 29; involvement of Group Managers in the strategy produced by, 76-77, 90; issues with developing, case involving, 17; managers reporting to, 113, 114; and narrowly focused Function Managers, example of, 115, 116; natural progression of work values for, examples of, 38, 39; passage of, in the Leadership Pipeline model, 13; performance standards for, developing, example of, 105-109; portfolio strategy helping, 76; and tailored pipelines, 248; technical guidance provided to, 113; whole job results for, 105-109. See also Profit layer Business results: for Business

Business results: for Business Managers, 95–101, 106, 264; driver of, Technical Performance Pipeline as a, 193; for Enterprise Managers, 51, 52–57; for Function Managers, 120–121, 122, 124, 125, 127, 266; for Group Managers, 75, 87, 262; having evidence of, example of, 254; for Managers of Managers, 270; for Managers of Others, 166, 168; for Self-Managers, 188

- Business rhythm, steady, delivering a, 102–103
- Business strategy: changing, keeping up with, 184; Enterprise Managers responsible for the, 58; executing a, critical ingredients for, 95; involvement level of Group Managers in the, 76–77, 90; in the Performance Pipeline, 11

C Capital allocation, 73–74 Caring, balanced, 153–154, 158 Change: context, commitment to, 203–204, 223; industry, leading, 196: headed, using transitions for, 240–241; in the performance management process, 42; resistance to, 190, 203–204, 223, 258; ripple effect of, 25; slower, 124; symbiotic relationship between results and, 211. See also Innovation

- Chief Executive Officer (CEO), enterprise-wide. See Enterprise Managers/CEOs
- Chief Financial Officer (CFO): and capital allocation, 74; as a CEO succession candidate, 91; in customer companies, Self-Managers doing business with, 39; founders/CEOs as the, 130; lack of a, addressing, example of, 48, 49; lacking in accountability for enterprise results, example of, 72. *See also* Function Managers Chief Operating Officer. *See* Group Managers Citigroup, 12
- Citizenship, good, 183–184
- Clarity. See Role clarity

Coaching: of Business Managers, 77–78, 90; and competitive analysis, 118; focusing on, 49; and Human Resources involvement, 244; improvement in, 16, 258– 259; limitations of, 18; of Managers of Others, 171; narrowly focused, example of, 115, 116; and performance discussions, 255; in the Performance Pipeline, 11; of Self-Managers, 179; of teams, 152 Coca-Cola Hellenic, 12

Comfort zone, acting outside the, 235

Commitment: and business rhythm, 103; CEOs enabling, 61; connections and, 151; to context change, 203–204, 223; genuine, to performance improvement, 259; loss of, 191, 216; slower, 124

Committees, 229–230

Communication: electronic, issue with, 8–9, 218–219; insufficient, impact of, on Managers of Others, 148

Community, creating a, for transformation, 242

Competencies: alignment of, for competitive advantage, 97, 98, 100; behaviors and, for Managers of Managers, 139, 140–142; checking for alignment with, 222.
See also Skills, knowledge, and experience

Competency models: inserting, in the Performance Pipeline design, 40; issues with, 9

Competition: between managers, 90; with others, resisting, 237, 238, 243; principle addressing, 246; and pursuing performance improvement, 259; with team members, 171

Competitive advantage: creating, 196; importance of strategic alignment to, 97, 98, 100; likely source of, 194; positioning the business for, 95

Competitive advantage layer: brief description of the, 11; and how it connects to the Leadership Pipeline, 14; in the Performance Pipeline model, 10; in the Technical Performance Pipeline, 192. See also Function Managers Competitive analysis, 118 Competitive research, 118, 119 Complacency, risk of, 237, 239, 242 Completion: ensuring, 152–153, 157, 158; time frame for, 39

Compliance, 216

Concrete layer, avoiding a, 124

Connections, creating, 151, 152, 157, 158, 159

Connectivity and flow: internalexternal, 65–66; lack of, as a transition problem, 229; vertical, 62–63

# Sonsultants, relying on, avoiding, 221

Context for performance, creating a: by changing contextual requirements, 203-204, 223; cultural elements and, 204-209; by defining the business context, 203; and gathering performancebased evidence, 253; operating models and, 204, 212-214, 215; organization design and, 204, 214, 216-220; other emerging cultural elements and, 209-211; overview of, and understanding what "context" refers to, 201-202; specific recommendations for, 220–223; by testing your own context first, 202 Context for the job, providing, 150-151, 152, 157, 158

Continuous improvement, striving for, 243

Contract workers, role as, 158

Control mechanisms: Enterprise

Managers responsible for, 64-65; Group Managers implementing, 79-80; shift needed in, 217 Conversations: judgmental, avoiding, 247, 255, 256, 257; motivational, 247, 249-256; one-on-one, as a control mechanism, 64 Cooperation, practicing, 181-182 Corporate animosity, 111 Corporate Function leaders: accountability of, for enterprise results, 73; addressing issues with, example of, 48, 49; authority of, 69; and capital allocation, 74; and corporate animosity, 111; Function Managers doubling as, 113; lacking in accountability for enterprise results, example of, 72; and responsibility for government relationships, 81; and transparency, 79. See also Function Managers Corporate Lending Officers, role as, 157 Corporate property, individuals considered, looking after, 60–61 Corporate Staff structure, defining the, 62 Corporate strategic framework. See Strategic framework, corporate/ enterprise Cost and revenue, accountability for, 94 Cost management, 63, 105 Courage, 238 Csikszentmihalyi, M., 227 Cultural elements: changing, 204-209; established, 203; other emerging, in need of change, 209-211 Cultural impediments to transitions, 227-228 Culture shift, 215 Customer results: for Managers of Others, 167, 169; for Self-Managers, 189

Customer satisfaction mind-set, 182–183

Customer Service Call Center Managers, role as, 158

Customers: caring about, 154; demands by, 47; engagement of, 102; Enterprise Managers and, 54–55; influencing attitudes of, 176; internal, having, issue with, 182; needs of, changes in, adjusting to, 184; relationships with, 81; systems view of, 210 Cynicism, 110, 190

# D

Data: collecting, 22, 2(-30; interview, use of 33-43; sorting and codifying, 22, 30-40 De Beers, 12, 96-97 Decision making authority, distribution of, analyzing, 216 Decisions: emotional, avoiding, 69; hab for all, avoiding being the, 110; on reward and recognition systems, principle for, 247–248; transparency improving, 79 Delegating work/tasks, 131, 229, 241 Delegation of authority: confusion over, 130–131; delivering, 79–80; inappropriate, 110; and the paternalistic model, 212; reinforcing, 68-69 Delivery layer: brief description of the, 11; and how it connects to the Leadership Pipeline, 14; in the Performance Pipeline model, 10; in the Technical Performance Pipeline, 192. See also Self-Managers Dependency, avoiding, 68 Development: accountability for, 94; and competitive analysis, 118; needs in, discovering, 257. See also Leadership development: People development results Diamond Trading Company, 96-97

Direction setting, 57–58. See also Strategic framework, corporate/ enterprise
Direction shift, 215
Discussions. See Conversations
Downward flow. See Performance Pipeline
Downward pull/push, 26, 131, 137, 143
Drucker, P., 178

#### E

Earnings and profit, Enterprise Managers and, 52-54 Economic downturn, massive, 5, 21, 22 Economy, global, 4-5 Egocentric behavior. See Narcissism Egos, 53 Electronic communication: problem created by, 8-9, 218; selfindulgent, shifting from, 218–219 Embedding, as a transition phase, 237, 239, 240 Emotional brain, 234, 235, 236, 242 Emotional decisions, avoiding, 69 Emotions, managing, 180 Employee development. See Leadership development: People development Employee engagement, Enterprise Managers responsible for, 58-59, 66 Empowerment, reinforcing, 69, 237, 238 Enabling layer: brief description of the, 11; and how it connects to the Leadership Pipeline, 14; in the Performance Pipeline model, 10; in the Technical Performance Pipeline, 192. See also Managers of Others (MOOs) Engagement: at all levels, for pipeline implementation, 256-258; by Business Managers, 123; customer, 102; of employees,

Enterprise managers responsible for, 58-59, 66; by and for Function Managers, 123; as a transition phase, 237, 238, 240 Engineering: accountability for, 94; and having a customer service mind-set, 182, 183; isolation in managing, 123; as a separate function, 114 Engineering Managers, role as, 157 - 158Enterprise immune system, 64-65, 80 Enterprise leadership, championing, 78 Enterprise level, additional results expected at the, 195 Enterprise Managers/CEOs: accountability 3, 71–72; best partners for 75–76; and capital allocation, 74; in customer companies, Self-Managers doing business with, 39; de facto role of, 94; defining results for, instead of creating standards, reasons for, 43; effect of silos on, 91; enabling role of, 51; expected results for, 51-68; failure rate of, 93; and finding balance, 47, 69-70; focus of, in the Performance Pipeline, 14; founders as, 130, 212; inappropriate results for, 68–69; interviewing, 29; managers reporting to, 71, 94, 113; natural progression of work values for, examples of, 38, 39; new, targeting the right results, example of, 48-50; passage of, in the Leadership Pipeline model, 13; perception of, influences on the, 134; pressure placed on, 47; relationship with, 82-83; sharing responsibility with, for building relationships, 81; succession candidates for, 71, 91; and tailored pipelines, 248; and transparency, 79. See also Perpetuation layer

Enterprise results: accountability for, 72–73; for Enterprise Managers/ CEOs, 43, 51-68 Enterprise strategy, framework for. See Strategic framework, corporate/enterprise Entertainment industry, influence of the, 134 Entitled mind-set, 136 Environmental scans and assessments, 74 Evidence: collecting, framework for, 250–253; discussing the, 254; gathering and communicating, 253; as a guide for performance assessment, 256; performancebased, defining, 253; reporting on, 253-254 Exceptional performance: for Business Managers, 106-108, 264-265; column for, creating the, 37, 109; for Function Managers, 266-269; for Group Managers, 262-263; for Managers of Managers, 270-272; for Managers of Others, 161–165, 166–167, 168–169, 251–252, 273–275; for Self-Managers, 187, 188-189, 191-197, 276-277 Expectations, clear, establishing, for innovation, 67 Experience. See Skills, knowledge, and experience Experts: learning from, 179; technical, principal and leading, 196 External and internal needs, balancing, importance of, 47, 69 - 70External candidates, for CEO, 91 External recruiting, guide for, 197 External relationships, primary objectives of, for Enterprise Managers, 66 External uncertainties, 3-4

F Facilitation, Enterprise Managers responsible for, 59–60 Factory Foremen, role as, 157 Factual responses, interview questions providing more than, 28 Failure, fear of, 238, 242 Failure rates, 93 Family cultures, 207, 208, 228 Favoritism, 153, 154, 171 Fear, 237, 238, 242 Feedback: asking for, 179–180, 243; focusing on, 49; learning from, 237, 238, 239; in the Performance Pipeline, 11; receiving importance of, 155, 177 Finance: accountability for, 94; and competitive analysis, 118; and having a customer service mindset, 182, isolation in managing, 123; partowly focused manager alienating, example of, 115, 116-117; as part of the enterprise immune system, 64; and treating IT as a separate function, 114. See also Chief Financial Officer (CFO) Financial Analysis Managers, role as, 157 Financial crisis, global, 5, 21, 22 Financial markets, challenging, 47 Financial reporting, timely and frequent, 65 First-line managers. See Managers of Others (MOOs) Flexibility, 23, 36, 41-43, 246 Flow, 12, 62, 63, 66, 129, 131, 136, 228, 229 Focus: on delivering value, as imperative, 8–9; greatest need for,

71; improved clarity and, 15, 260; on results, shift to a, 16; on self, moving from a, 155
Full performance: for Business Managers, 106–108, 264–265; column for, creating the, 36–37,

109; for Function Managers, 125-

126, 266-269; for Group Managers, 87-89, 262-263; for Managers of Managers, 140-142, 270-272; for Managers of Others, 161-165, 166-167, 168-169, 251-252, 273-275; not yet achieving, column for, 251-252, 254; for Self-Managers, 188-189, 276-277 Function level, additional results expected at the, 195 Function Managers: in an actual Performance Pipeline, 266–269; addressing issues with, example of, CEOs role in, 48-49; critical results for, 117–122; defining the role of, 114; expected results for, 117–122, 124-127, 266-269; factual responses by, sample of, and mindset of, 28; focus of, in the Performance Pipeline, 14; former, hanging on to the role, issue of, 111; and functions without Managers of Managers, 130; gaps involving, 144; guidance provided to, 113; inappropriate results for, 122-124; interviewing, 29; narrowly focused, example of, 114-117; natural progression of work values to; examples of, 38, 39; passage of, in the Leadership Pipeline model, 13; performance standards for, developing, example of, 124-127; and productivity, 132; pulling down, to a lower layer, 131, 143; pushing Managers of Managers down a layer, 137; relationship with, 101–102; reporting to, 129; requesting clarification from, example of, 143; role and purpose of, 113; room to lead given to, 110, 111; as succession candidates, 77; work pushed down to and from, example of, 26. See also Competitive advantage laver; Corporate Function leaders; specific functions Functional capability, 11

Functional membership, avoiding, 122–123 Functional strategy: delivering a, 120–121; time frame for, 39

### G

Gap, The, 12 Global economy, 4-5 Global financial crisis, 5, 21, 22 Goals: adding, to the standards, 36, 249; discussion of, 250; future, discerning of, 237, 239; limitations of, 8, 22; plans including, 61; time frame for, 39; usual quantity of, for measuring leaders, 41 Goodwill, building, 242 Government relationships, 81 Group Managers: accountability of, 72-73; in an actual Performance Pipeline, 262–263; authority of, 69; and capital allocation, 73-74; as CEO succession candidates, 71, 91; companies lacking, addressing, 71– 72; and corporate animosity, 111; defining the role of, 71; expected results for, 72-90, 262-263; focus of, in the Performance Pipeline, 14; as former Business Managers, issue facing, 79; and Function Managers, expected results in common between, 73; having some accountability for, 94; inappropriate results for, 90–91, 110; interviewing, 29; lacking in responsibility for the enterprise, example of, 72; natural progression of work values for, examples of, 38, 39; overlooked results for, 72–75; passage of, in the Leadership Pipeline model, 13; performance standards for, developing, example of, 86–90; relationship with, 102; and tailored pipelines, 248, 249; whole job results for, 75-90; work pushed down from, example of, 26: working together with other, 74. See also Portfolio layer

Growth: impediments to, removing, 221–222; random, shift from, need for, 219–220

Growth and innovation results: for Business Managers, 105, 108; for Enterprise Managers, 51, 67–68; for Function Managers, 126, 269; for Group Managers, 89, 263; for Managers of Managers, 142, 272; for Managers of Others, 165, 166, 168, 252, 275; for Self-Managers, 184–185, 277

# Η

Happiness issue, 227 High-achievers, target for. See Exceptional performance High-performing organization, building, 119 Horizontal structure: Enterprise Managers responsible for the, 62; issue with focusing mostly on the, 15.23 Human Resources (HR): accountability for, 94; getting help from, 239, 241, 242; and having a customer service mind-set, 182; insights for, interviews providing, 33; intervention by, indicator of the need for, 171; involving, in Pipeline implementation, 258-259; leader of. Jacking in accountability for enterprise results, example of, 72; narrowly focused manager alienating, example of, 115-116; as part of the enterprise immune system, 64; recommendations for, to enable transitions, 243–244; responsibility for, 130; as a separate function, 114; using the Performance Pipeline prior to rollout by, 42 Human Resources (HR) programs:

alignment of, 16; changes in, holding discussions about, 258; issue with, 9

## I

IBM, 12 Ideas: big, focusing on, prematurely, 233-234, 242; flow of, 131, 136; new, slower commitment to, 124. See also Innovation Identity, 236, 237, 242 Immune system, enterprise, 64–65, 80 Imperatives, leadership, 6-9 Improvement, continuous, striving for, 243 Inappropriate transactions, stopping, responsibility for, 64 Indicators, of need to develop, 139, 140-142, 187, 188-189, 190 Indicators of performance, key. See Key performance indicators (KPIs) Indifference, 237, 239 Individual contributors. See Self-Managers Individual-related transition problems, 231–234 Industry change, leading, 197 Industry relationships, 81–82 Influence, employees of, 185–186 Information flow, 63, 66, 131, 136, 228, 229 Information overload, 231, 242 Information siloing, 239 Information Technology (IT), 114 Innovation: benefits of, 184; executing, support for, 67; and risk-taking, balancing, 136; and technical advancement, 194; work climate that supports, creating a, 119-120 Innovation results. See Growth and innovation results Innovative methods, as imperative, 7 Internal and external needs, balancing, importance of, 47, 69 - 70Internal candidates, for CEO, 91 Internal customers, having, issue with, 182

Internal relationships, issues involving, 117, 182
Internal uncertainties, 4
Interview data, use of, 33–43
Interview process, 29–30
Interview questions: common, 28, 280–283; deciding on the, 27–29
Investment, 56–57
Isolation, avoiding, 110–111, 123, 170–171. See also Silos

### J

Job character, main factors impacting, 31 Job context, providing, 150–151, 152, 157, 158 Job definition, improvement in, 258–259 Johnson & Johnson, 12 Joint ventures, building new, 75 Judgmental conversations, avoiding, about performance, 247, 255, 256,

# K

257

Key performance indicators (KPIs): adding, to the standards, 36, 249; discussion of, 250; limitations of, 8, 22; monthly conversations including, 250; usual quantity of, for measuring leaders, 41 Knowing cultures, 206, 208, 228 Knowledge: menagement of, 194; sharing, lack of, 228. *See also* Skills, knowledge, and experience KPIs. *See* Key performance indicators (KPIs)

# L

Layer transitions, addressing. See Transitions, enabling Leader demand, reduced, 15 Leadership: cost of, rise in, 225; way of defining, 16 Leadership careers, upward flow of. See Leadership Pipeline

Leadership development: best ROI for, 137; column guiding, 109; as a critical issue, 16–17; driver of, 15; excluding, example of, 116; investing in, layer targeted for, 93; need for, indicators of, for Managers of Managers, 139, 140-142; poor, mistake leading to, 219; requisite for, 63; successful, key to, 19. See also People development results Leadership development programs: improvement in, 258-259; issues with, 8, 17-18 Leadership imperatives, 6–9 Leadership Pipeline: logging of the, 191; as a diagnostic tool, 234; and how it produced the Performance Pipeline, 12–13, 14; improving the value of the, 19; model of the, passages in the, 13 Leadership requirements, downward flow of. See Performance Pipeline Leadership results: for Business Managers, 107, 265; for Enterprise Managers, 51, 57-61; for Function Managers, 125, 127, 268; for Group Managers, 75-76, 88, 263; for Managers of Managers, 137, 141, 271; for Managers of Others, 163, 166, 168, 252, 274; for Self-Managers, 187, 189, 277 Leadership shift, 215 Leadership time, improved, 16 Learning: continuous, 184; and performance discussions, 255; recommendations about, 243; as a transition phase, 237, 238–239, 240 Learning cultures, 206–207 Learning more, as imperative, 6-7 Lessons learned, 23, 27, 31, 33, 36, 38, 41, 42 Lessons-learned analysis, use of, 179

Leverage, creating, 137, 193–194 Listening, importance of, 257–258 Logistics, changing the cultural requirements for, example of, 205–209 Long-term thinking, 209, 210 Low-performing cultures, 228 Loyalty, promoting based on, problem with, 227, 228

#### M

Mahler, W., 154 Management: view of, 214; way of defining, 16 Management by objectives, 178 Management model, shift in, 215 Management questions vs. task questions, 131, 144 Management results: for Business Managers, 107, 264; for Enterprise Managers, 51, 61-65; for Function Managers, 126, 127, 267; for Group Managers, 79-80, 88, 262; for Managers of Managers, 141, 271; for Managers of Others, 160, 161, 167, 169, 251, 274; for Self Managers, 276 Management skills, basic, learning, 154-155, 157, 170 Management tools, highly regarded, issue with some Management training, generic, 131 Management work, acceptance for, climate of, creating, 132, 134-135 Managers: concentration of, improving the, 194; effectively shifting, 194–195; perception of, influences on the, 134. See also Business Managers; Enterprise Managers/CEOs; Function Managers; Group Managers; Managers of Managers (MOMs): Managers of Others (MOOs); Self-Managers

Managers of Managers (MOMs): in an actual Performance Pipeline, 270-272; addressing issues with, example of, CEOs role in, 48-49; confusion about, sources of, 129, 130–131; defining the role of, 129–130; developing, 137; difficulty learning the job of, reasons for, 144-145; expected results for, 132-143, 270-272; focus of, in the Performance Pipeline, 14; gaps involving, 144; inappropriate results for, 143–145; intervention by, indicator of the need for, 171; interviewing, 29; issues with developing, case involving, 18; natural progression of work values for, examples of, 38, 39; passage of, in the Leadership Pipeline model, 13; performance standards for, developing, example of, 138–143; and the problem of a concrete layer, 124; receiving feedback from, 155; reporting to, 129, 130; substituting for Managers of Others, 132, 137, 139, 143, 220; as succession candidates, 77; and tailored pipelines, 249; training framework for, 139; views on the importance of, 129; work pushed down to, example of, 26. See also Productivity layer Managers of Others (MOOs): in an actual Performance Pipeline, 273-275; asking questions of, 131, 144; assumption held by, 175; confusing Managers of Managers with, 129, 130–131; critical underlying results for, 148-156; defining the role of, 147-148; evaluation of, example of, 251-252; expected results for, 148-156, 159-160, 161-165, 166-167, 168-169, 251-252, 273-275; focus of, in the Performance Pipeline, 14; guiding

principles for, 166, 168; and inappropriate performance, example of, 40; inappropriate results for, 170-171; individual contributor behavior by, problem with, 171–173; interviewing, 29; and leadership ROI, 137; as a management feeder pool, 154; moving down a layer, example of, 143; natural progression of work values for, examples of, 38, 39; and operating plans, 133; passage of, in the Leadership Pipeline model, 13; performance standards for, developing, example of, 159-160, 161–169; promotion of, basis for, 131; returning to technical work, problem with, 170, 193; setting the work climate for, 135; and short-term thinking, 209–210; significant impact of, 147; substituting for, 132, 137, 139, 143, 220; subtypes of, and their teams, 156-159; trained, need for, 132; training and developing, dedication to, 129, 135; unique aspect of the role of, 156-159. See also Enabling layer

Manufacturing: accountability for, 94; cycles in, 209; and having a customer service mind-set, 182, 183; methods of, learning, 118; as a separate function, 114

Market conditions, changes in, adjusting to, 184

Marketing: accountability for, 94; and Business Managers, example involving, 98–99; as highly valued, issue over, 124; isolation in managing, 123; narrowly focused manager of, example of, 114–117; responsibility for, 130; as a separate function, 114; usurping accountability of, avoiding, 54–55 Marriott, 12 MEALER model, 236-240, 241, 242, 243 Meaning, as a transition phase, 237, 240, 242 Measurement, requiring, 243 Media influence, 134 Meetings: being on time for, 136; as a control mechanism, 64; monthly, one-on-one, 49; regular, importance of, with individuals and groups, 221; validation, 40-41 Micromanaging, 229 Microsoft, 12 Mind-set, interview questions demonstrating, 28 Mission: as a control mechanism, 64; Enterprise Manager's responsibility for the, 57, and the paternalistic model, 212 Mistakes, tolerance for, 120 MOMS. See Managers of Managers (MOMs) Monthly discussions, having, 250 Monthly meetings, one-on-one, 49 MOOs. See Managers of Others (MOOs) Motivation, loss of, 216 Motivational performance conversations: conducting, 249-256; for engaging at all levels, 257; importance of, principle on the, 247 Multifunctional thinking, essentialness of, 120 Murray & Roberts, 12

#### Ν

Narcissism, 190, 233, 237, 238 Naysayers, dealing with, 241 Needed tasks, learning what are the, 178 Negligent bosses, 230 *NeuroPower* (Burow), 236 Neuroscience, practical application of, 234–236

New hires: climate for, 135; desire of, 187; and knowing cultures, 228; and negligent bosses, 230; and the paternalistic model, 212; providing context for, 150-151; as selffocused, 155; transition problems that come from, 231-234 New ideas, slower commitment to, 124 New methods, as imperative, 7 New ventures, building, 75 Newmont Mining, 12 Nouns, identifying, as results, in interview responses, 34

#### $\cap$

Objectivity, 123, 247-248 Obstacles: discussing, 255; owning, 180-181; removing, 221-222 One-on-one discussions, as a control mechanism, 64 Operating models: established, 203; revamping, 212-214, 215 Operating plans: one-year or shorter, focusing on, 133, 143-144; in the Performance Pipeline, 11; poor, impact of, on Managers of Others, 148; time frame for, 39; translating, into action, 237, 238; two-year, developing, 132, 133-134 Operating results. See Business results Operating structure, defining the, 62 Operational discipline, imposing, 135-136 Operational Managers of Others, standards for, 160, 166-167 Operational results. See Professional/ technical/operational results Operational work, differentiating, from other work, need for, 247 Operations: narrowly focused manager alienating, example of, 115, 116; as a separate function, 114

Organization building, disciplined, shift to, need for, 219

Organization design: changing the, 214, 216-220; established, 203; poor, as a transition problem, 229 - 230

Organization structure: issues with horizontal and vertical, 15, 23; responsibility for the, 62

Organizational capability, alignment with, checking for, 222

Organized communication, shifting to, 218–219

Overload, information, 231, 242

Ownership, shift from bureaucracy to, 214, 216-217

Partner relationships, 82 Partnerships: building new, 75, 81; facilitating collaboration in, 82 Passion, issue of, 69, 180 Paternalistic model, 212 Pay for performance, 16 Pay grades, defining, as unnecessary, 258 Payroll Managers, role as, 157 Peer relationships, 82, 232–233, 242 Peers, learning from, 179, 243 People development results: for

Function Managers, 267; for Group Managers, 77-78; for Managers of Managers, 270; for Managers of Others, 163, 273. See also Leadership development

Performance appraisals, principle for, 247

Performance assessment conclusions, reaching, 255-256

Performance barriers, removing, focusing on, 242

Performance evaluation, example of, 251-252

Performance improvement: enabling, 15; relentlessly pursuing, 259

Performance management process, change in the, 42 Performance measurement, improved, 16, 42 Performance Pipeline: business case for the, 13, 15–16; complete, example of a, 262-277; concept of the, introduction to the, 9–12; and context change, 223; as a control mechanism, 64; defining, aspects of, 21-43; as a diagnostic tool, 226; effectiveness of the, responsibility for the, 62-64; enabling transition using the, 240; flexibility of the, 246; and how it connects to the Leadership Pipeline, 12-13, 14; inability to deliver the, 191; model of the, 10; need for the, 3-4; purpose of the, 9, 260; resistance to the, 258; shift provided by the, to address uncertainty, 4-5; significant benefit of the, cases illustrating, 16–19; as a starting point for leadership development, 19; variation included in the, to indicate unacceptable activity, 139, 140-142. See also Performance standards, Pipeline implementation

Performance Pipeline design process: allowing some frexibility in the, 23, 36, 41–43; collecting data in the, 22, 26–30; and defining the results desired and standards, 22; overview of steps in the, 22–23; purpose for the, defining the, 22, 23–26, 43; sorting and codifying data in the, 22, 30–40; validating standards in the, 23, 40–41, 63

251–252

Performance standards: adding goals and KPIs to, 36; for Business Managers, 105–109; creating the column for, 36–37; defining results for Enterprise Managers instead of, reasons for, 43; discussing the, 250, 254; flexibility to adapt the, 23, 36, 41-43; as a framework for evaluating pipeline performance, 250-253; for Function Managers, 124-127; for Group Managers, 86–90; having evidence for, 254; making decisions about, data needed for, 33; for Managers of Managers, 138–143; for Managers of Others, 159–160, 161–169; for Self-Managers, 186–190; setting, two critical decisions in, 36-37; and tailored pipelines, 249; validating the, 23, 40-41, 40-41, 63. See also Exceptional performance; Full performance; Results expected

- Perpetencion layer: brief description of the 11; and how it connects to the Leadership Pipeline, 14; in the Performance Pipeline model, 10; in the Technical Performance Pipeline, 192. See also Enterprise Managers/CEOs
- Philosophy, having the right, 246–248
- Pipeline implementation: building tailored pipelines for, 248-249; conclusion on, 259-260; conducting motivational discussions for, 249-256; engaging at all levels for, 256–258; getting your philosophy right for, 246-248; involving Human Resources in, 258–259; keys to, 245, 246– 259; overview of, 245; principles for, 246–248; relentlessly pursuing performance improvement for, 259 Planning, action, 179 Plans: driver of, 237, 238; Enterprise Managers responsible for, 61-62. See also Operating plans
- Policy Committee, 78
- Politics, 237, 238, 239

Portfolio layer: brief description of the, 11; and how it connects to the Leadership Pipeline, 14; in the Performance Pipeline model, 10; in the Technical Performance Pipeline, 192. See also Group Managers Portfolio strategy: Enterprise Managers responsible for the, 58; in the Performance Pipeline, 11; producing the, and monitoring threats to the, 74; results expected for the, 76–77; time frame for, 39; value proposition fit with, 95 Position descriptions, eliminating, 258 Power, having all the, avoiding, 68-69 President role. See Group Managers Principles, identifying and using, 237, 238 Problem solving, focusing on, 242, 243 Production, accountability for, 94 Productivity: and cost management, emphasizing, 105; elusiveness of one reason for, 132 Productivity layer: brief description of the, 11; and how it connects to the Leadership Pipeline, 14; in the Performance Pipeline model, 10; in the Technical Performance Pipeline, 192. See also Managers of Managers (MOMs) Professional/technical/operational results: excessive focus on, avoiding, 122, 170, 193, 220; for Managers of Managers, 140-142; for Managers of Others, 162, 166, 168, 251, 273; for Self-Managers, 188, 276 Profit: accountability for, 94; and earnings, Enterprise Manager's involvement with, 52-54 Profit laver: brief description of the, 11; and how it connects to the Leadership Pipeline, 14; in the

Performance Pipeline model, 10; in the Technical Performance Pipeline, 192. See also Business Managers Profit targets, missing, impact of, 56–57 Project Managers, role as, 158 Promotions: accepting, without wanting to do new work, 231–232; offering, wrong basis for, 227, 228; principle addressing, 248 Purpose, 7–8, 15, 71, 95

# Q

QR National, 12

Quality Control and Safety, 114 Questions: concerning recession and uncertainty, 5; interview, 27–29, 280–283; management vs. task, 131, 144; for performance assessment, 255; simple and peuroal, for engaging at all levels, 56–257; trigger, 254

# R

Rational brain, 234-235, 236 Reading entire interviews, 34 Recession, questions concerning, and uncertainty, 5 Recruiting: and competitive analysis, 118; effective vs. ineffective, 148; external, guide to, 197 Region Executive. See Group Managers Reinvigoration, as a transition phase, 237, 239 Relationship results: for Business Managers, 101-102, 108, 265; for Enterprise Managers, 51, 65-67; for Function Managers, 126, 269; for Group Managers, 81-86, 89, 90, 263; for Managers of Managers, 133, 137, 142, 271; for Managers of Others, 164, 167, 169, 252, 275; for Self-Managers, 186, 189, 277

Relationships: broken, avoiding, 90; external, primary objectives of, for Enterprise Managers, 66; formation of, blocking the, 228; peer, 82, 232–233, 242; social vs. working, 186; that hurt teamwork, 182; too little time for, example of, 117; types of, for Group Managers to be responsible for, 81–82; valuing, shifts in, defining needed, 39; wide range of, CEOs key to establishing, 53

Reporting: regular, as a control mechanism, 64, 65; transparency in, 79

Research Managers, role as, 157-158

- Resistance, 190, 203–204, 223, 258 Results: achieving, progression of, 38; focus shifted to, 16; language of, leaders not fluent in the, 27; leadership and management defined as, 16; symbiotic relationship between change and, 211. See also specific type of results
- Results expected: for Business Managers, 94–109, 264–265; column for, creating the, 35; communicating, 241; defining, in tailored pipelines, 249, differentiating, by layer, principle on, 247; for Enterprise Managers, 43, 51–68; evaluation of, example of, 251–252, for everyone on the Technical Performance Pipeline, 195; focusing on, principle involving, 246; for Function Managers, 117-122, 124-127, 266-269; for Group Managers, 72–90, 262–263; having evidence for, 254; lack in clarity of, as a transition problem, 229; for Managers of Managers, 132–143, 270-272; for Managers of Others, 148-156, 159-160, 161-165, 166-167, 168–169, 251–252, 273–275; for Self-Managers, 177–190, 188–

189, 195-197, 276-277; sense of, Human Resources getting a, 244. See also Performance Pipeline Results orientation, discovering the, 257 Results-focused organizational model. See Performance Pipeline Results-oriented actions, appropriate, 237, 238 Return on investment (ROI), leadership, 137 Revenge, 242 Reviews, regular, as a control mechanism, 64, 80 Reward and recognition systems, principle for, 247-248 Rigidity, effect of 245 Risk: business, uncertainty leading to, 4; discussing, 255; professional, creating, 226, 240 Risk aversion, Enterprise Managers and, 56 Risk management, 79 Risk-taking: balancing innovation and, 136; enabling, 79 Role clarity: greatest need for, 71; as imperative, 7-8; improved, 15, 260; in the transition process, 236, 237 Role definition: clear, in the Performance Pipeline, 11; lack of, as a transition problem, 229 Role model, being the, 223 Role requirements, identifying and using, 237, 238 Rules and policies, effect of, 246

#### S

Sales: accountability for, 94; factual responses from, on results to deliver, 28; and having a customer service mind-set, 183; as highly valued, issue over, 124; splitting, issue of, 114; usurping accountability of, avoiding, 54–55 Sales Call Center Managers, role as, 158 Sales Managers, role as, 156–157 Sasol, 12 Season-to-season thinking, 209 Sector Executive. See Group Managers "Seeking" approach, 178 Selection decisions: improved, 15-16; wrong, 227 Selection process: disclosure during the, 231; expected results and the, 244; orchestration of the, 230 Self-control, practicing, importance of, 178 Self-discipline, 180 Self-focused managers, 155 Selfishness, 237, 238. See also Narcissism Self-management results, 178–181, 184, 187, 188 Self-Managers: in an actual Performance Pipeline, 276–277; additional results expected for, 195-197; assumption about, 175; being directly supervised by Managers of Managers, 139, 143; and benefits of the Technical Performance Pipeline, 193–195; defining the role of, 175–176; enabling exceptional performance for, 191-193; expected results for, 177–190; focus of, in the Performance Pipeline, 14; guiding, 130; ignoring, 176-177; impact of bosses on, 147; inappropriate results for, 190; and leadership ROI, 137; moving to positions as, example of, 143; natural progression of work values for, examples of, 38, 39; passage of, in the Leadership Pipeline model, 13; performance standards for, developing, example of, 186–190; providing context for, 150–151; purpose of, 176-177; reverting

back to, avoiding, 159-160; setting the work climate for, 135; and shifts in valuing relationships, 39; and short-term thinking, 209-210; and the Technical Performance Pipeline, 191–197; underlying results for, 177-186; unsuccessful transition from, indicators of, 171; whole job results for, 186-190. See also Delivery layer Self-righteousness, 242 Seniority, promoting based on, problem with, 227, 228 Senior-level executives, new results requirement for, 20% Settle-in time, issue with, 244 Short-term thinking, 209–210 Silo-busting, 129, 136, 137 Silos, 48, 82, 90-91, 102, 228-229, 239, 241. See also Isolation, avolding Site visits, as a control mechanism, 64 Situational analysis, reward and recognition systems requiring, 247-248 Situation-related transition problems, 227-230 Skill-building, 179 Skills, knowledge, and experience: for Business Managers, 106-108, 264–265; column for, creating the, 40, 109; diverse set of, layer requiring, 175-176; for Function Managers, 266–269; for Group Managers, 262-263; lacking, and knowing cultures, 228; for Managers of Managers, 270–272; for Managers of Others, 161-165, 273-275; for Self-Managers, 276-277. See also Competencies Slogans, 183 Small company model, 215 Snelling Company (Bravo Enterprises), 83–85

Social responsibility (SR) results: for Function Managers, 269; for Managers of Managers, 272; for Managers of Others, 160, 165, 275; for Self-Managers, 277 Sounding boards, 244 Special events, as a control mechanism, 64 Specialists, managers of, standards for, 160, 168-169 Staff competition, 171 Staff meetings, as a control mechanism, 64 Stakeholder interests, balancing, 154 Standardized interviews, 30 Standards of performance. See Performance standards State-of-the-art work, obtaining the knowledge for, 118-119 Status quo, 7, 48, 185, 203 Strategic alignment, 97-101 Strategic framework, corporate/ enterprise: as a control mechanism, 64; establishing the, 57-58; in the Performance Pipeline, 11; plans in the, 61–62; time frame for a, 39; value proposition fit with, 95 Strategic Planning, 114 Strategic results, for Group Managers, 76–77 Strategic work. Jifferentiating, from other work, need for, 247 Strategy: alignment with, checking for, 222; better informed, 194; as an indicator, limitation of, 22; need for translating, to lower layers, 7-8; translating, into action, 237, 238. See also Business strategy; Functional strategy; Portfolio strategy Stress, 4 Success, duplicating, 237, 239 Succession candidates: for Business Managers, 71, 77; for CEO, 71, 91; for Function Managers, 77

Succession planning: championing, 77; and competitive analysis, 118; for a high-performing organization, 119; improving, 41–42, 258–259; lacking, example of, 116; progress in, using, as a tool, 222
Supply Chain, 114
Surprises, finding, from aggregate interview data, 32–33
Systems thinking, 210, 211, 258

### Т

Tactical work, differentiating, from other work, need for, 247 Tailored pipeline, building your own, 248-249 Talent: attracting and retaining, 194; Business Managers accountable for, 105, 109; senior, Enterprise Managets responsible for, 60-61 Targets, setting, for earnings, by Enterprise Managers, 52, 53, 54 Task execution, issue of, 153 Task focus, 158 Task forces, 229–230 Task questions vs. management questions, 131, 144 Tasks needed, learning what are the, 178Task/work delegation, 131, 229, 241 Team building, by Enterprise Managers, 53 Team capability, focusing on, 152, 158, 159 Team composition, effect of, 159 Team cultures, 208 Team members, competing with, 171 Team supervision, 156-159 Teamwork: importance of, between Group Managers and Function Managers, 73; relationships that hurt, 182 Technical advisors, 197 Technical capability, organizational, building, 196 Technical Career Ladder, 193

Technical experts, principal and leading, 196 Technical path levels, 196, 197 Technical Performance Pipeline (TPP): benefits of a, 193–197; defining the, 195-197; for enabling exceptional performance, 191-193 Technical results. See Professional/ technical/operational results Technology, evolving, keeping current with, 184 Thinking more, as imperative, 6-7, 48-50 Time management, 179 Trade-offs, managing, 94 Training: and competitive analysis, 118; embedding, 237, 239; generic management, 131; layer receiving less, 176-177; need for, 132; in the Performance Pipeline, 11; using a pipeline for, 139 Transactional thinking, 210, 211 Transformation, creating a community for, 242 Transition model, 236-240 Transition problems: boss-related, 230-231; overview of, 226-227; from the promoted person 231-234; in the situation, 227-230 Transition sins, 237 Transition speed, 244 Transitions, enabling: application of neuroscience to, 234-236; boss's role in, recommendations for, 240–242; complete process of, 244; by first figuring out the problem and understanding the reason, 226–234; Human Resources' role in, recommendations for, 243-244; importance of, due to risk created, 226, 240; individual's role in, recommendations for, 242-243; model for, 236-240; need for, 225, 226 Transparency, 15, 79, 223

Trial-and-error method, 179Trust: in Business Managers, 90; business rhythm built on, 103; cynicism and, 190; in Group Managers, 82Trust building: by Business Managers,

101; by Enterprise Managers, 66

#### U

Uncertainty: benefit of a business rhythm during, 103; and the current value proposition, 95–96; and Enterprise Managers, 47, 53, 69; issues leading to, 3–4; pervasive, dealing with, 3, 4–20, 260; strategic, scapping and assessing, 74 Upward flow, See Leadership Pipeline

# v

Users. See Customers

Validation: of responses to questions, 257; of standards, 40–41, 63
Value added. See Results expected
Value creation, 237
Value proposition, delivering a, that customers want, 95–97
Value realization, 237
Values: as a control mechanism, 64; Enterprise Manager's responsibility for, 57; and the paternalistic model, 212. See also Work values
Vertical structure: need for focusing on the, 15, 23; possibilities and

on the, 15, 23; possibilities and benefits of the, 62. See also Performance Pipeline

Vision: and citizenship, 183; as a control mechanism, 64; Enterprise Manager's responsibility for the, 57; and the paternalistic model, 212

# W

Walking around, as a control mechanism, 64

"Walking the perimeter" approach, 97, 100–101, 103 Westpac, 12 Work categories, choosing, 34-35 Work climate, 119-120, 132, 134-135, 154 Work elements, missing, addition of, 35-36 Work flow, 63, 103, 129, 131, 136, 229 Work type, differentiating, need for, 247 Work values: discovering, 257; for Function Managers, 125-126, 127;

fundamental change needed in,

232; for Group Managers, 87-89;

for Managers of Managers, 140; for Self-Managers, 186-187, 188, 276 Work values, shift in: for Business Managers, 106, 264; column for, creating the, 37-39; for Function Managers, 266; for Group Managers, 262; for Managers of Managers, 270; for Managers of Others, 159, 160, 161, 251, 273 Work/task delegation, 131, 229, 241 World leader model, 215

#### Y

Leussion ccusion ccuso Year-end discussions, issue with, 250 http://www.bookshop.com