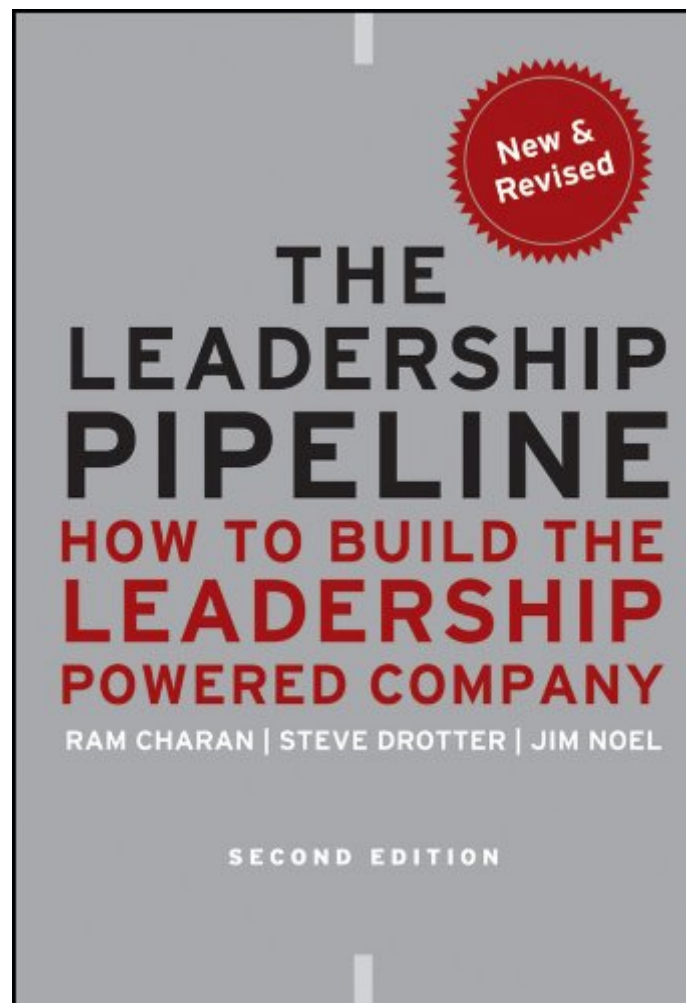


The book was found

# The Leadership Pipeline: How To Build The Leadership Powered Company (J-B US Non-Franchise Leadership)



## Synopsis

An updated and revised version of the bestselling *The Leadership Pipeline* – 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 – 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.

## Book Information

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## Customer Reviews

The Leadership Pipeline - How to Build the Leadership Powered Company by Ram Charan, Steve Drotter and Jim Noel was awesome. It is a must read for any aspiring leader at any level. And of course every HR dept needs multiple copies. (and check my reviews, I don't often say this or give 5 stars) I like Ram Charan's books. He is a clear thinker. One thing I like about the book is it

encourages organizations to look within for leaders. I do think it is good to have some outside talent but the culture of the organization is often best fostered by existing people. I think promoting from within also keeps knowledge within the company. Leadership Pipeline talks of leadership mostly within larger organizations. This is not where my experience is. The book talks about 6 passages of leadership.

- 1 - From managing self to others. Moving from technical proficiency to planning, delegation, coaching etc. There is a good table that lays out the changes/skills required in each phase.
- 2 - From managing others to managing managers
- 3 - From Managers to functional managers. At this stage, the leader needs to penetrate 2 levels of the company. I often call this the rule of 49. A good leader can manage 7 people who can manage 7 people. Beyond 49 people, style needs to change.
- 4 - From Functional managers to business leader. Interestingly, I started my career here. I started my business so was always responsible for the whole business. I grew through managing others in a few months. In a couple of years, I was managing managers. After that, it took me 8 or 9 years before I had to manage functional managers. I do not recall how many people I had in each year of our growth but I do recall sales numbers.

The beauty of this book is that the authors' conclusions are based on their work at over 100 international companies and show how a company can develop leadership in each layer by recognizing the different skills required at each one. They contend that in a large, decentralized business (other than highly technical or professional) there are six career passages, each requiring different leadership skills. Unfortunately, many managers often cling to skills appropriate to prior levels (eg. managing others, in Level One) even though they're now at Level Two - managing managers, or still relying on skills managing themselves after being promoted to group manager. Some companies, such as G.E. and Citigroup, provide management development programs tailored specifically to varying levels; most, unfortunately, don't. Many new managers prefer to spend time on their 'old' work, even as they take larger responsibilities. However, the pressure to spend less time on individual work and more on managing increases at each level. They must also learn to believe that making time for others, planning, coaching, etc. are necessary and their responsibility. The transition from managing others to managing managers takes the individual to where individual contributions are no longer part of their job description. Managers managing managers must also concern themselves with selecting people to become managers, coaching and empowering them in both goal pursuit and budget development, as well as themselves considering strategic issues that support the overall business. A common underlying rationale for problems in doing such is the organization having mistakenly chosen high technical achievers for first-line managerial spots

rather than true potential leaders.

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