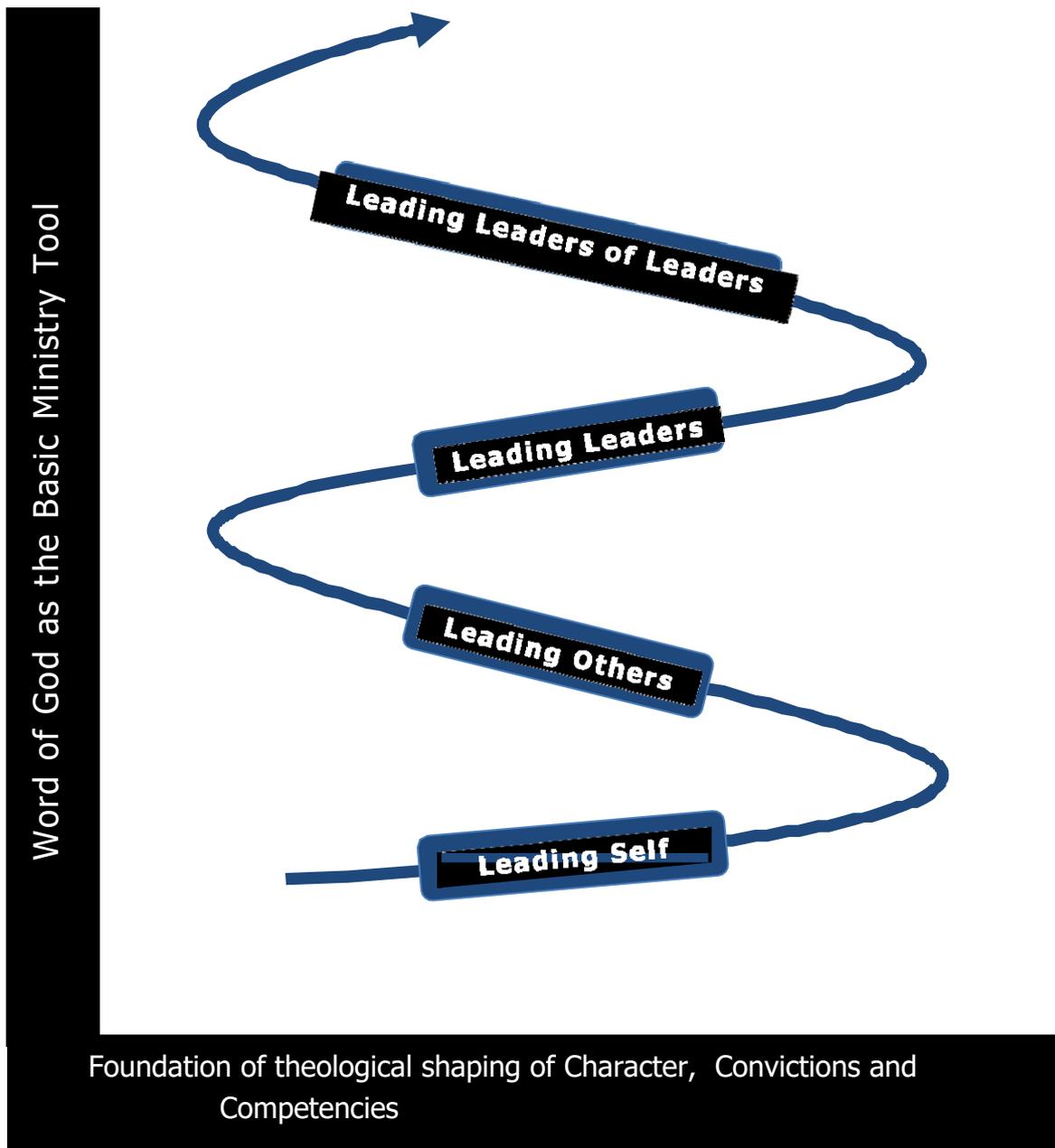


## Leadership Development and Pipeline

The Leadership Pipeline framework is based on *The Leadership Pipeline: How to Build the Leadership Powered Company* (Charan, Drotter, Noel. Jossey-Nass: San Francisco, 2011). It has been adapted and applied to a ministry context.

**Figure 1: Leadership Pipeline Framework for Church Ministry Staff**



# Leadership Pipeline Key Transitions

The Leadership Pipeline framework is based on *The Leadership Pipeline: How to Build the Leadership Powered Company* (Charan, Drotter, Noel. Jossey-Nass: San Francisco, 2011). It has been adapted and applied to a ministry context. Different church sizes mean that rectors in different sized churches are at different points in this framework.

The original volume identifies the significant issues at each point of transition. In our adaptation, we have changed the language of managing to that of leading:

## Transition 1: Managing Self to Others

- One must shift from doing work to getting work done via others. It is increasingly challenging in a world where the average person wants both direction in their work and yet the freedom to get there.
- This entails not just tolerating *managerial* work, but valuing it.
- It can be a real challenge to shift from being an individual contributor to effective delegator.
- In the environment of a small organisation, this is the essential leadership transition.
- The great temptation is to appoint stars, but they can struggle to make the transition (i. e. a top player is not always a good coach, or a natural evangelist is not always an effective co-ordinator of an evangelism team).

## Transition 2: Managing Others to Managing Managers

- This involves the ability to select people, set stretch goals, and coach others using the instruction – performance – feedback cycle. There is an art of creating a supportive environment that allows for mistakes but not failure.
- One must begin to think more at the strategic level.
- The pipeline can be 'clogged' if one does not hold people accountable in managerial work rather than technical work.
- Signs of struggle include difficulty in delegating; poor performance management; not having a strong team; a single minded focus on getting the work done; and choosing clones over contributors.

## Transition 3: Managing Managers to becoming a Functional Manager

- One must learn to manage areas outside of their own expertise.
- Team playing with other functional managers is essential.
- This transition requires an increase in managerial maturity, and the developing of 'skip-level' communication, where you communicate with those through others.
- The necessity of thinking at the functional strategy levels entails 3 - 5 year strategic thinking, state of the art awareness, understanding the business model and its long-term strategic goals, and the ability to make trade offs.
- There tends to be a shift from 'talking' to 'listening'.
- The functional manager must let go of silo behaviours.

**Transition 4: Functional Manager to Business Manager**

- Entails a shift from functional thinking (can we do it?) to considering both the profit perspective and the long-term view (for example, sustainability).
- One must take intentional time for reflection and analysis.
- One must learn to trust, accept advice, and receive feedback from functional managers, even if they are inexperienced in respective fields.

**Transition 5: Business Manager to Group Manager**

- At this level one increasingly values the success of others.
- Four skills are often key: proficiency for evaluating strategy; development of business managers via coaching and other tools; developing portfolio strategy; become astute at assessing core capabilities.

**Transition 6: Group Manager to Enterprise Manager**

- One must focus more on values than skills, learning to let go to an assembled team of high achieving and ambitious direct reports.
- Recommendation is to do 3 - 4 high leveraged decisions per year.
- It is difficult to develop people for this role. The best preparation can be diverse experiences over a long period of time, deployed in jobs that are deliberately stretching.