FILLING YOUR LEADERSHIP PIPELINE, 
ONE MANAGER AT A TIME

Robert B. Kaiser 
Darren V. Overfield

KAPLAN DEVRIES INC.

Filling Your Leadership Pipeline, 
One Manager at a Time
Robert B. Kaiser & Darren Overfield
Kaplan DeVries Inc.

HR Executive Webinar
May 12, 2011

Talent Management Systems

Selection  Onboarding  Performance Management  Rewards & Recognition  Succession  Training & Development

"You motivate a team one player at a time."

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What is the challenge?
Agenda

*Getting managers into and through your talent pipeline*

- What does the research say?
- Implications – Developmental? Psychological? Professional?
- Applications

Big Picture

- Labor economy is a seller’s market
- Deep concerns about talent mgt & succession *(2004 Corporate Leadership Council)*

90% 6%

Succession management is “a top corporate priority” Are confident in current processes to “do the job”
• Few leaders are behaving like leaders

www.emergegroup.com/why-emerge/research/leadership-research.html

Research

Special Issue
June 2011 (vol. 14, issue 2)

The Leadership Pipeline: Fad, Fashion, or Fact?

• Literature review
• 2 empirical studies
• Practical summary & intervention tips

Kaiser (Ed.) (2011) The leadership pipeline: Fad, fashion, or fact? *TPMJ*
Literature Review

- 3 distinct organizational levels
- Nature of work is qualitatively different at each level
- Quantum changes make transitions difficult

Kaiser, Craig, Overfield, & Yarborough (2011) Differences in managerial jobs. TPMJ

Three Levels

Kaiser, Craig, Overfield, Yarborough (2011) Differences in managerial jobs. TPMJ
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Distinct Requirements

<table>
<thead>
<tr>
<th>Level</th>
<th>Time span</th>
<th>Responsibilities</th>
<th>Functional Activities</th>
<th>Primary Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top executive</td>
<td>Long</td>
<td>Performance of a business or portfolio of them</td>
<td>Create structure — identity and develop consensus about future, set direction, shape</td>
<td>Conceptual</td>
</tr>
<tr>
<td></td>
<td>(10 to 20+</td>
<td></td>
<td>organizational culture to support strategy, set policy, coordinate internal and external</td>
<td></td>
</tr>
<tr>
<td></td>
<td>years)</td>
<td></td>
<td>environment, secure capital resources</td>
<td></td>
</tr>
<tr>
<td>Middle</td>
<td>Medium</td>
<td>Performance of multiple functional units or a division</td>
<td>Interpret structure — translate strategy and policy into operating goals and timelines,</td>
<td>Interpersonal</td>
</tr>
<tr>
<td>management</td>
<td>(2 to 5 years)</td>
<td></td>
<td>flesh out details of the &quot;big picture,&quot; coordinate diverse functional units, serve as communication</td>
<td></td>
</tr>
<tr>
<td>Bottom</td>
<td>Short</td>
<td>Performance of small group or team within a function</td>
<td>Apply structure — assign tasks, execute operating plans, supervise and direct day-to-day</td>
<td>Technical</td>
</tr>
<tr>
<td>supervisory</td>
<td>(2 weeks to 2 years)</td>
<td></td>
<td>production or service work, distribute resources to individuals or teams</td>
<td></td>
</tr>
</tbody>
</table>

Kaiser, Craig, Overfield, Yarborough (2011) Differences in managerial jobs. *TPMJ*

Navigating Transitions

- Derailment is a persistent problem
  - 50% of executives estimated to eventually derail
  - 33% of “high pos” estimated to not go all the way

- Most derail during transition to the executive level

Lombardo & Eichinger (2005) *Preventing derailment. CCL Press*
Why managers derail (systemic)

- Little preparation: “sink or swim”
- Promotion based more on track record – less on potential
- Require significant adaptive change: strengths become weaknesses

Freedman (2005) Swimming upstream. *Filling the Leadership Pipeline*

Why managers derail (behaviors)

- Business: *Not strategic, too tactical*
- Leadership: *Doesn’t delegate, include, empower*
- Interpersonal: *Bad working relationships*
- Self-management: *Not self-aware, can’t adapt*

Study 1: Behaviors-Effectiveness

Do the behaviors related to effectiveness really change with level?

Kaiser & Craig (2011) Do the behaviors related to effectiveness really change with level? TPMJ

Method
- Predict **Superior** ratings of overall effectiveness with **Subordinate** ratings of behavior

Sample
2,175 target mgrs
- 225 supervisors
- 1,457 middle mgrs
- 493 execs

Behaviors
- **Learning Agility**
- **Work-Life Balance**
- **Directive Leadership**
- **Empowering Leadership**
- **Supportive Leadership**
- **Abrasiveness**
- **Lack of Follow Through**
Different Success Formulae

<table>
<thead>
<tr>
<th></th>
<th>Supervisor</th>
<th>Middle Manager</th>
<th>Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning Agility</strong></td>
<td>+.29***</td>
<td>+.19***</td>
<td>+.50***</td>
</tr>
<tr>
<td><strong>Work-Life Balance</strong></td>
<td>+.20***</td>
<td>+.02</td>
<td>- .30***</td>
</tr>
<tr>
<td><strong>Directive Leadership</strong></td>
<td>+.12</td>
<td>+.21***</td>
<td>- .19***</td>
</tr>
<tr>
<td><strong>Empowering Leadership</strong></td>
<td>-.14</td>
<td>- .12***</td>
<td>+ .21***</td>
</tr>
<tr>
<td><strong>Supportive Leadership</strong></td>
<td>-.34**</td>
<td>+.17***</td>
<td>+.05</td>
</tr>
<tr>
<td><strong>Abrasiveness</strong></td>
<td>-.52***</td>
<td>-.22***</td>
<td>+.03</td>
</tr>
<tr>
<td><strong>Lack of Follow Through</strong></td>
<td>+.12</td>
<td>+.06</td>
<td>- .17***</td>
</tr>
</tbody>
</table>

Model $R^2$  
- Supervisor: .24***  
- Middle Manager: .25***  
- Executive: .39***

Kaiser & Craig (2011) Do the behaviors related to effectiveness really change with level? TPMJ

Similar findings

- Decision-making styles go from directive and hierarchical to participative and integrative

Brousseau, Driver, Hourihan, & Larsson (2006) Seasoned execs decision-making style. HBR
Study 2: Diff’s in Competency Ratings

Do execs, middle mgs, and supervisors get different patterns of high/low scores?

De Meuse, Dai, & Wu (2011) Leadership skills across organizational levels. TPMJ

Method

- Compare coworker competency ratings for execs, mid mgs, supervisors

Sample

1,021 target mgs
- 349 supervisors
- 431 mid mgs
- 241 execs

Competencies

- 67 Lominger Leadership Architect competencies (VOICES®)
- Rated on two 5-pt scales
  - “Skill level”
  - “Importance”

De Meuse, Dai, & Wu (2011) Leadership skills across organizational levels. TPMJ
Results for “Importance” ratings

Of the 67 competencies...

- 53 (79%) increased in avg perceived importance across levels
- 13 (20%) were equally important at each level
- Only 1 decreased (Technical Learning)

De Meuse, Dai, & Wu (2011) Leadership skills across organizational levels. TPMJ

Results for “Skill” ratings

Of the 67 competencies...

- 13 (19%) increased in avg skill level across levels
- 44 (66%) were about the same avg skill level at each level
- 10 (15%) decreased in avg skill level across levels

De Meuse, Dai, & Wu (2011) Leadership skills across organizational levels. TPMJ
Skill Increases | Skill Decreases
--- | ---
**Executive**
- Business & Strategy
  - Business Acumen
  - Strategic Agility
  - Perspective
  - Managing Vision
  - Creativity
  - Innovation
  - Political Savvy
**Middle Mgr**
- Leadership
  - Motivating Others
  - Delegation
  - Command Skills
  - Managerial Courage
  - Confronting Direct Reports
  - Comfort around Higher Management
**Supervisor**

De Meuse, Dai, & Wu (2011) Leadership skills across organizational levels. *TPMJ*

**Internals vs Externals**

- **Externals**: brought in for “hard skills” (industry & functional exp, mgt skills), but fail for reasons related to “soft skills”
- **Internals**: promoted for “soft skills” (fit, relationships), but fail for reasons related to “hard skills”

Kaiser (2011) What exec selection committees look for, for better or worse. *SIOP conference*
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Internals

- Candidate Requirements
- Matching Process
- Selection Decision
- Performance Outcomes

Culture fit
Values, fit
Because of fit

Success Rate
Hard skills also assessed: 68%
Hard skills not assessed: 41%

Kaiser (2011) What exec selection committees look for, for better or worse. SIOP conference

Externals

- Candidate Requirements
- Matching Process
- Selection Decision
- Performance Outcomes

Technical skills
Functional skills, general mgt, exp

Because of hard skills

Success Rate
Soft skills also assessed: 57%
Soft skills not assessed: 34%

Kaiser (2011) What exec selection committees look for, for better or worse. SIOP conference
Onboarding Watchouts

- Not strategic, too tactical
- Doesn’t delegate, include, empower
- Bad working relationships
- Not self-aware, can’t adapt

What is the challenge?
- Continuous learning
- Reinventing your leadership
The Psychology of Transitions

PREVIOUS ROLE

NEW ROLE

Freedman (2005) Swimming upstream. Filling the Leadership Pipeline

The Real Learning Curve

Zaccaro & Banks (2004) Developmental work assignments for middle and upper level organizational leaders. SIOP conference
Assimilating new leaders (AMACON)

Downey, March, & Berkman (2001) Assimilating new leaders (AMACON)
The Triple Challenge

Freedman (2005) Swimming upstream. Filling the Leadership Pipeline

From Middle Manager to Executive

<table>
<thead>
<tr>
<th>Let go</th>
<th>Preserve</th>
<th>Add on</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directive</td>
<td>Learning Agility</td>
<td>Business Acumen</td>
</tr>
<tr>
<td>Leadership</td>
<td>Ethics and Integrity</td>
<td>Strategic Agility</td>
</tr>
<tr>
<td>Hierarchical</td>
<td>Networking</td>
<td>Vision</td>
</tr>
<tr>
<td>Decision-making</td>
<td></td>
<td>Creativity</td>
</tr>
<tr>
<td>Tactical Focus</td>
<td></td>
<td>Empowering</td>
</tr>
<tr>
<td>Supportive</td>
<td></td>
<td>Leadership</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Political Savvy</td>
</tr>
</tbody>
</table>

Practical Approach to Transitions...

1. Begin with end in mind: creating a transition plan
2. Development professionals’ role in facilitating transitions
3. Active ingredients in effective transitions

Effective Transition Plan

- Strategic
- Individualized
- Flexible
- Road map
Facilitating Transitions...

- **Transition team**
  - Challenge “Lone Ranger” assumptions
  - Involve Leader, Boss & HR/TM partner
  - Gather input from key stakeholders

- **Strategic alliances**
  - Be mindful of key derailment factor
  - Facilitate mentor relationship(s)
  - Encourage development of network

- **Clear metrics**
  - Clarify expectations & accountabilities
  - “What gets measured, gets done”
  - Gauge progress...intervene early

Active Ingredients...

- **Leverage strategic self-awareness**
- **Build the team...really**
- **Form effective partnership w/boss(es)**
**“Dark side” personality tendencies (Watch-Outs)**
- Appear during times of stress (such as during a transition)
- Represent performance risk factors that
  - Disrupt relationships
  - Corrupt judgment
  - Hinder ability to build & lead a team

**Overused strengths**
- Same behavior can be asset or liability depending on role
- Behaviors reinforced by success are resistant to modification

**Novel knowledge, skills & abilities**
- Expand repertoire as required by new role
- Identify areas for growth/improvement

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**Encourage mutual respect & trust – Learn about each others’...**
- Personal styles, values, preferences & motivators
- Backgrounds

**Clarify expectations for how team will work together...**
- Establish ground rules
- Agree on norms & standards of behavior

**Develop shared understanding of...**
- Significant business, organizational, & operational issues
- Challenges & opportunities facing the group

**Agree on initial...**
- Shared priorities
- Action plan for addressing them

Leverage strategic self-awareness. Build the team, really. Form effective partnership w/boss(es).

Business situation & performance expectations
- Types: start up, turnaround, realignment, sustaining success
- Agree on short/mid-range goals, timing & metrics

Working style
- Communication: How? How often? How much detail?
- Collaboration vs. independence continuum

Resources
- Dependent on business situation & expectations
- Cost/benefit approach: “if you want x, I need investment of y”

Personal development
- Skill development
- Monitoring “watch-outs”: on-going feedback & coaching