

MONTHLY MENTOR

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For twenty five years, the Monthly Mentor has been a value added service to encourage our employer and candidate clients in their Personal & Professional Development.



ENTERPRISE GPS LEADERSHIP: HOW WORK VALUES MUST CHANGE FROM LEVEL TO LEVEL

By Joe Hunt

This Monthly Mentor article in part of our 2014 Enterprise GPS series; The Executive Leadership Talent Conundrum. Each month we'll break down a significant aspect of our system and share Level by Level mission critical performance standards and competencies that will help you benchmark, identify, select, onboard, develop and/or performance manage any and all key leadership positions within your domestic or global organization.



The Enterprise GPS Architecture links Performance Standards and the associated Competencies to each specific job. While our focus is on executive search and selection, we'll make it vividly clear how you can apply “YourCompany” GPS to Succession Planning, Development and Performance Management in identify the Competencies that a candidates needs to possess and/or Develop to be ready for a current or next level position.

In my 20+ years studying and analyzing organizations, corporate cultures and business leaders, I have observed that there are two primary reasons people fail in their jobs; because they are working at the wrong level and/or they are only focused on only one or two measures (usually financial) vs. the whole job.

Joe Hunt

In this Monthly Mentor edition we'll discuss the framework for Work Values for each level of leadership in the organization.

The biggest reasons people fail in their jobs is lack of clarity on performance standards and working at the wrong level. When an executive gets promoted they must have a conscious shift in work

values and stop doing the work they did at their previous level or it will disrupt the leadership flow of the enterprise and create countless problems that adversely affect results and performance up and down the organization.



Here is an illustration of the how a shift in work values should occur in a company's Global Performance System.

LEVEL 1 INDIVIDUAL CONTRIBUTOR

This level doesn't manage others, just themselves, but an important measure remains how they collaborate with others in the organization to make the 1+1 equal more than the sum of its parts.

LEVEL 2 MANAGER OF OTHERS

This level is where most of the problems stem from in the development of an executive. If an executive misses this or any other level of mastery in their development it will cause dysfunctional behavior by their upline and downline throughout their career. A failure to understand and apply the shift in work values from their prior Level 1 role to the new Level 2 role hurts the organization the most because this is where the majority of the work gets done. At this level the shift in values that must occur are:

- From results through personal effort and cooperation to getting results through others;
- From personal productivity to team productivity and individual productivity;
- From working as a member of a team to building an effective and successful team;
- From planning own work to planning work for team and performance management;
- From valuing professional standards to valuing managerial standards;
- From developing high-quality individual work and skills to developing managerial skills;
- From valuing own success to valuing the success of other.

LEVEL 3 MANAGERS OF MANAGERS

This level can have levels within the level depending on the size of the organization and functional vertical. When this is the case, we refer multiple levels of managers of managers as Directors and Sr. Directors. Some Directors and Sr. Directors have to integrate some of the functional manager values with the Level 2 manager of manager values. At Level 3 the shifts in values that must occur are:



- From results through individuals to results through managers;
- From individual productivity to management productivity;
- From cross-team collaboration to sub-functional integration;
- From work planning and performance management to operational planning;
- From valuing work to valuing management;
- From cross-boundary influence to effective functional team membership.

LEVEL 4 FUNCTIONAL MANAGER

This is the realm of Global Heads of Sales, Marketing, Product Supply, Finance, Human Resources, IT, R&D and/or Regional or Country Functional Heads in Sales, Marketing, Product Supply, Finance, Human Resources. At this level the shift in values that must occur are:

- From results through sub-function to results through a complete function and a country team;
- From sub-functional productivity to functional, state-of-the-art results;
- From sub-functional integration to functional excellence;
- From operational planning to planning the functional strategy, aligned with country business and corporate strategy;
- From valuing your team to valuing your whole function;
- From effective functional team member to effective business team member at country business and corporate levels.

LEVEL 5

BUSINESS MANAGER

This is the realm of the General Manager or Division President of a developed or rapidly developing market. At this level the shift in values that must occur are:

- From results through a function to results through a multifunctional business team;
- From functional state-of-the art results to business competitive advantage;
- From functional excellence to shareholder value;
- From planning for functional results to creating long-term strategic plans;
- From valuing your own function to valuing all functions.

LEVEL 6

GROUP MANAGER

This is the realm of the Group President, and/or division President of a global commercial enterprise made up of numerous regions with independent P&L's and/or lines of business. At this level the shift in values that must occur are:

- From results through a multifunctional business to results through regional capabilities;
- From business competitive advantage to regional leverage;
- From shareholder value to stakeholder value;
- From long-term strategic plans to strategic frameworks;
- From valuing all functions to valuing all businesses.

LEVEL 7

ENTERPRISE MANAGER

This is the realm of the CEO. The value shift that must occur here are to:

- Perpetuate the enterprise
- Enterprise strategic framework

These LeaderShifts of work values are mission critical to individual and organization success. When a leader moves from one level to the next without the requisite shift in work values, they never let go of their previous role and don't enable and develop the downline for sustainable delivery of results.

In the next Monthly Mentor we'll start to get specific and provide level by level details you can easily and effectively apply within your own environment irrespective of the process, methodology or tools currently employed in your organization.

Feel free to reach out to us with any questions, now or in the future. We'd welcome your inquiry and feedback.

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