

What Got You Here... Won't Get You There!

Based on *The Leadership Pipeline* (Ram Charan et al)

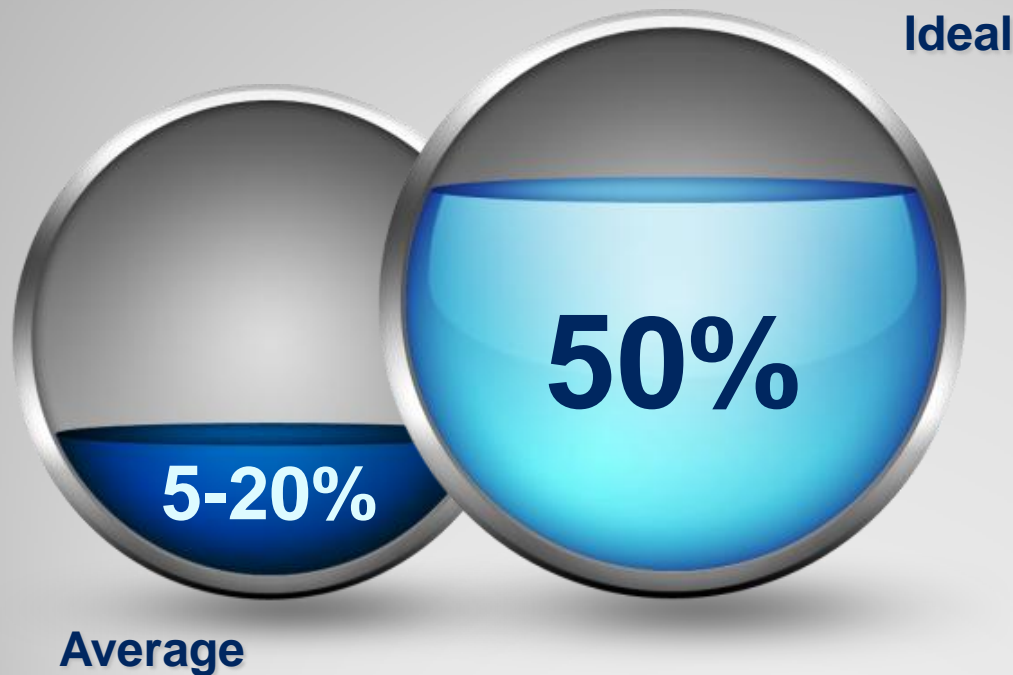
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Road to Growth

- Companies keep lamenting on the 'Leadership cliff' beyond CXO team.
- And many careers hit a **glass ceiling** – employees who performed well at junior levels are unable to deliver equally stellar results as their span of control increased.
- Because skill sets required to succeed are different – 'What got you here, Won't get you there!'



Leadership Deficiency: What percentage of a manager's time is devoted to developing his/her subordinates?



Why?

- ***Not considered critical***
- ***Focus on results***
- ***Lack of measures***





Stages of Skill Development:
New roles will require new skills



Job and the
goals aren't
clearly
defined

Fails to coach
because he's
too busy

Hired/promoted
the wrong person
with 'missing'
skills

Frequent
mismatches,
duplications,
missing links

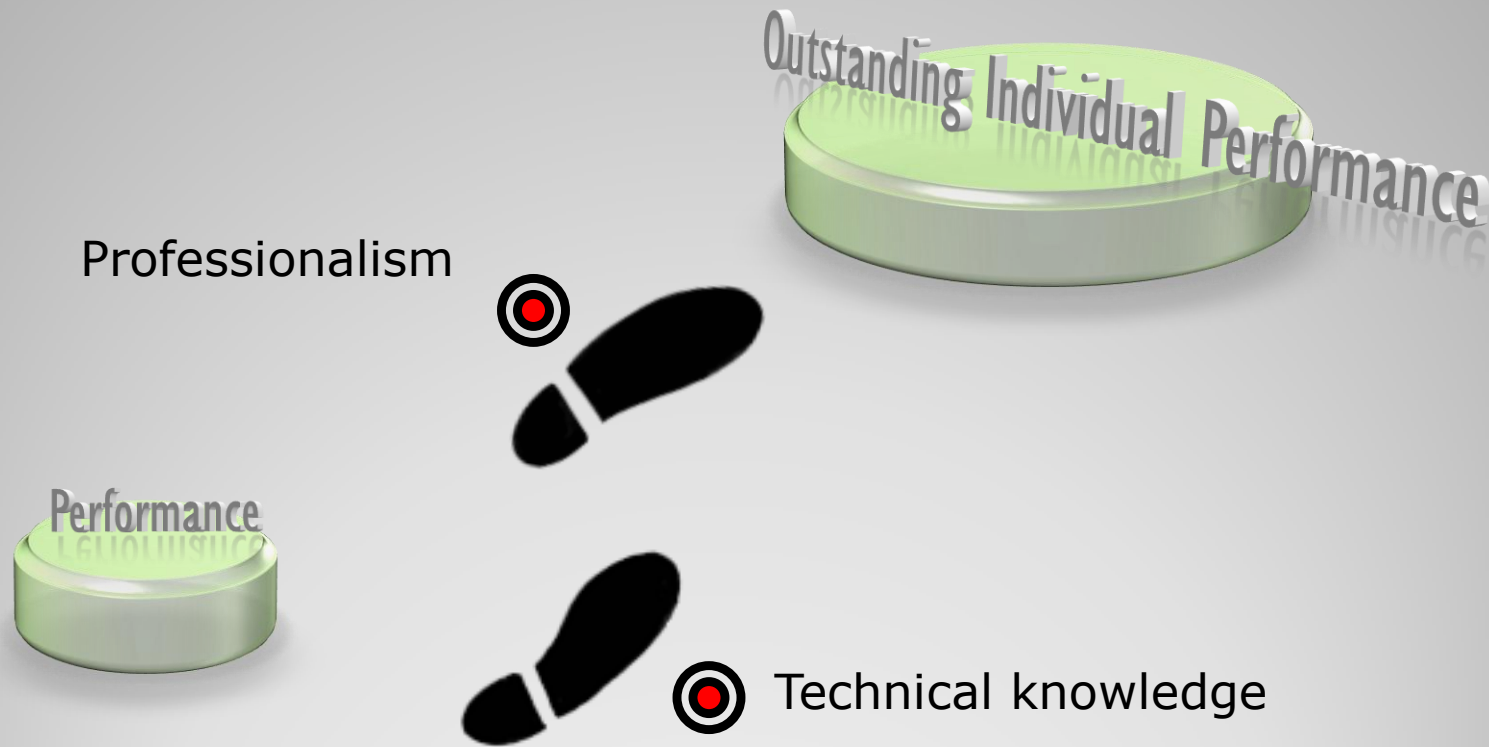
Often doing
work that the
subordinate
could do

Fails to create
meaningful
roles

**75% of below-par performance can
often be attributed to the leader's flaws**



Managing Oneself



Professionalism

Performance

Outstanding Individual Performance

Technical knowledge



Managing Others

Outstanding Manager

Coaching/Enabling

Monitoring

Delegating

Outstanding Individual Performance

Recruiting

Planning

Motivating/Inspiring

Accountability



Managing Managers

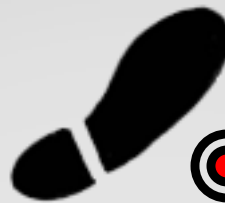
Outstanding Manager of Managers

Problem Solving



Maturity

Bridging barriers



Pure Management

Outstanding Manager



Monitoring



Functional Head

Outstanding Functional Manager

Process Orientation

Advanced Communication Skills

Business Acumen

Value Alignment

External view

Listening

Self-Understanding

Outstanding Manager of Managers



The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark.

- *Michelangelo*



Thank you
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