The Four Career Stages: A Framework for Managing Your Talent Pipeline

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Today’s Agenda

• The Leadership Pipeline
• The Four Career Stages – Descriptors and Developmental Needs
• The Pipeline as a Tool
• Assessing your Pipeline – Current and Future Needs
• Building a Strong Pipeline
Criticality of the Leadership Pipeline

• There is a strong relationship between leadership bench strength (availability and readiness) and financial success.  
  J. Fitz-Enz, AMACOM, 2000

• The long-term viability of an enterprise requires a continuous flow and abundant pipeline of high-potential performers…at all levels throughout the organization.  
  Charan, Drotter, and Noel, The Leadership Pipeline

• Organizations that score in the top 20% in talent management produce an average of 22% greater total shareholder return.  
  Michael, Jones, Axelrod, HBR, 2001

• Up to 70% of organizations are suffering ‘moderate to major leadership shortages,’ inhibiting growth and driving up costs.  
  Exec Development Associates, 2005

• Senior level executives’ primary theme of concern…Having the right people, in the right place, at the right time, and with the right skills.  
  Cataldo, Penn State Smeal School of Business, 2005
The Pathbuilders Philosophy

• Organizations must strategically build pipelines of high-performing people to succeed

• High-potential people’s careers have four distinct developmental stages:
  1. Entry-level, wanting additional responsibilities
  2. Functionally-proficient, learning to manage people and projects, learning to think across functions
  3. Managing key assignments, well-respected in the organization, developing a strategic view
  4. Leading organizations, setting vision, learning to inspire those around them
Pathbuilders Mantra

Know Yourself


Know Your Company

Corporate Culture / Managing and Measuring Results / Following the Money / Political Savvy

Know How to Move℠

Stages – Illustration Through Content

Know Your Company…
‘Corporate Culture’

- INSIGNIA\textsuperscript{SM}
  Identifying Cultural Cues

- PERCEPTA\textsuperscript{®}
  Defining Cultures – Workgroup, Division, and Company

- ACHIEVA\textsuperscript{®}
  Navigating the Cultural Landscape

- INSPIRIA\textsuperscript{®}
  Creating High-Performing Cultures
Stage One

Young professionals, 1-3 years into their careers

TODAY…
• Full of energy
• Successfully completing initial assignments
• Anxious to contribute and have impact
• Interested in more responsibility

NEXT PHASE…
• Adjusting to the demands of the working world
• Need to better understand how business works
• Need to discover unique talents
• Must learn to develop internal relationships
Stage One

Organizational awareness
Self-awareness and credibility
Internal connections

- Access to role models with different approaches
- Best ‘mentors’ are people just a few years ahead of them
- Learn from stories and specific examples
- ‘Eavesdropping’ is key
Stage Two

Emerging leaders, project managers, new supervisors

TODAY…
- Never intimidated by hard work
- Quickly mastered technical aspects of job
- Want to have great impact
- Want team to stand out and achieve success

NEXT PHASE…
- Need broader knowledge of how the company works
- Must understand how to be personally successful
- Need to learn how to work in complex environments
- Must think broadly, evaluating situations and effectively making decisions
Stage Two

Positioning and career direction
Conscious decision-making
Cultural awareness

• Access to peers with similar challenges and opportunities
• Group mentoring to bring voice to key issues
• Learn from aspirational leaders and models
• Concepts and introspection are key
Stage Three

Emerging executives, cross-functional thinkers, key team players

TODAY…
• Go-To, A-players
• Manage the key assignments
• Well-respected by peers
• On the fast track
• Learning to navigate
• Desire to be executive

NEXT PHASE…
• Mastering ability to think and act strategically
• Transitioning to making sure work ‘gets done’
• Developing political savvy
• Gaining exposure to ideas and influences from the broader community
Stage Three

High-impact leadership
Navigational savvy
Executive presence

- Access to senior executives and peers with comparable responsibilities
- One-on-one mentoring is critical
- Learn from wide variety of concepts applied to their situations
- Leadership in practice is key
Stage Four

Executive-level leaders

TODAY…

• Recognized leaders
• High-level contributions across the business
• Known for developing talent
• Driving the organization

NEXT PHASE…

• Refining a personal leadership philosophy
• Creating a culture of success and achievement
• Inspiring others to drive initiatives forward
• Expanding vision and community impact
Stage Four

Visionary leadership
Personal impact
Inspiring others to achieve

• Access to true peers with like experiences
• Peer mentoring is key, sharing insights
• Learning through integrating concepts from other sources
• Demonstrating impact in community, industry, etc.
The Pipeline as a Tool

• Build a profile of your talent pipeline by consciously mapping to the four stages
  – Map titles/grade levels
  – Gather key data to build your profile
• Assess the demographics, retention rate, promotability within each stage
• Assess the organization’s future needs
• Build the TD programming to fully develop high-potential talent in each stage
Map Your Talent Pipeline

1. Analysts, Coordinators, Early Career IC's
2. Project Leads, New Managers, Supervisors
3. Senior Managers, Directors
4. VPs and above, Senior Leaders
### Assess Your Pipeline

Analyze pipeline relative to key demographics and dynamics

<table>
<thead>
<tr>
<th>Stage</th>
<th>Titles &amp; Job Types</th>
<th>Count</th>
<th>Gender</th>
<th>Diversity</th>
<th>Retention Rate</th>
<th>Ready to Promote</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Analysts, Coordinators</td>
<td>250</td>
<td>50%</td>
<td>12%</td>
<td>85%</td>
<td>25%</td>
</tr>
<tr>
<td>2</td>
<td>Project Leads, Supervisors, New Managers,</td>
<td>100</td>
<td>48%</td>
<td>12%</td>
<td>50%</td>
<td>40%</td>
</tr>
<tr>
<td>3</td>
<td>Senior Managers, Directors</td>
<td>50</td>
<td>24%</td>
<td>8%</td>
<td>60%</td>
<td>70%</td>
</tr>
<tr>
<td>4</td>
<td>VPs and above</td>
<td>10</td>
<td>10%</td>
<td>3%</td>
<td>85%</td>
<td>50%</td>
</tr>
</tbody>
</table>
Assess Your Pipeline

• Where are the gaps?
  – Available talent ready to promote?
  – Retention rates at key levels?
  – Retention of diverse candidates?
  – Impact of retirement of the Boomers?
  – Programming designed to connect to each stage ‘where they are’?

• Where are the risks?
  – Are there ‘restless’ high-potentials?
  – How can you retain/motivate them?
  – Is there a real (or perceived) ‘gray ceiling’?
Assess Your Future Needs

• Consider your company’s strategic direction
• Determine the future talent resources needed to maintain a competitive advantage
• Map your needs relative to:
  – High-potential resources needed at each career stage
  – Demographic mix across the stages
• Likely retirements/attrition in 12, 24, 48 months

How do the future goals, future needs, current gaps map into pipeline?
Consciously Build the Leadership Pipeline

• Engage hiring managers in the talent management process
• Strategically align talent processes with pipeline needs
  – Acquisition, rotational assignments, promotions
  – Learning, development, programming
  – Performance management
• Proactively leverage pipeline view to address individual development needs
• Institutionalize the annual pipeline review and engage senior leaders in the discussion
Leverage Stage Needs in Programming

- Mentoring programs
- Educational experiences
- Networking / Peer learning opportunities
- Rotational assignments
- Special projects
- Other…
# Build Level-Specific Catalog of Development Offerings

<table>
<thead>
<tr>
<th>Stage</th>
<th>Targeted Programming</th>
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</table>
| Stage 1: Young Professionals | Career advisors  
Stage 2 role models  
Exposure to next level thinking  
Short courses                   |
| Stage 2: Emerging Leaders    | Group mentoring  
Educational experiences  
Cross-company peer networking  
Executive roundtables           |
| Stage 3: Emerging Executives | One-on-one mentoring  
Challenging educational experience  
External community engagement  
Executive-driven projects       |
| Stage 4: Executive Leaders   | External peer networks  
Philanthropic leadership  
Executive education            |
Mentoring Success in the Four Stages

Build a culture with a continuum of mentoring, leveraging different approaches for various career stages.
Summary

- High-potential employees fall into four distinct career stages
- Each stage has unique developmental focus areas
- Different methodologies for development align with each career stage
- The pipeline profile of four stages is an effective tool for analyzing realities and trends in your workforce
- The pipeline imagery creates a launch point for assessment of future needs
- Aligning development efforts to the unique needs of the four stages maximizes the impact of programming