THE LEADERSHIP PIPELINE:

HOW MANAGERS CLOG THE PIPELINE AND DERAIl THEMSELVES

COGNADEV, HURLINGHAM, JOHANNESBURG

29-31 OCTOBER 2014

JOHAN OLWAGEN
Agenda

- The Future world of work.
- Drotter’s Leadership Pipeline.
- Cognitive Processing as enabler or derailer.
- Thinking preference as enabler or derailer.
- Values as enablers or derailers.
- Personality as enabler or derailer.
- Conclusion.
• Drotter indicates that on the Leadership Pipeline, managers need to learn to apply new skills at each interface and level.

• Inappropriate expression of the following can lead to derailment:
  ✓ Cognitive processing
  ✓ Thinking Preferences
  ✓ Personality
  ✓ Values

• Conflict between these factors leads to a blocking of the pipeline.

• Leaders require coaching to ensure appropriate expression of these factors at each level of the pipeline, to help develop themselves and others.
Future world of work competencies

1. Sense-Making
   **Definition:** Ability to determine the deeper meaning or significance of what is being expressed

2. Social Intelligence
   **Definition:** Ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions

3. Novel & Adaptive Thinking
   **Definition:** Proficiency at thinking and coming up with solutions and responses beyond that which is rote or rule-based

4. Cross-Cultural Competency
   **Definition:** Ability to operate in different cultural settings

5. Computational Thinking
   **Definition:** Ability to translate vast amounts of data into abstract concepts and to understand data-based reasoning
Future world of work competencies

6 NEW-MEDIA LITERACY
DEFINITION: ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communication.

7 TRANSDISCIPLINARITY
DEFINITION: literacy in and ability to understand concepts across multiple disciplines.

8 DESIGN MINDSET
DEFINITION: ability to represent and develop tasks and work processes for desired outcomes.

9 COGNITIVE LOAD MANAGEMENT
DEFINITION: ability to discriminate and filter information for importance, and to understand how to maximize cognitive functioning using a variety of tools and techniques.

10 VIRTUAL COLLABORATION
DEFINITION: ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team.
How leaders derail themselves

1. Organisations do not acknowledge the importance of increasing complexity and select people against a perceived “what is good for us” – e.g. Parallel Processing on CPP, irrespective of the nature of the job. So, leaders only want people who have a certain level of capability = generic leadership competence model.

2. The old Peter Principle: Leaders choose people who are like them: they choose people who cannot challenge them and select people up to their own level of incompetence.

3. Create a culture where it is OK not to be competent in dealing with complexity and then justify that with “here we have to be more hands on, unlike other organisations”.

4. Their thinking preferences and capabilities do not match.

5. Their value systems and behavior may not be appropriate / relevant for a different level of the Pipeline.
Drotter’s Leadership Pipeline™
Often overlooked are the specific thinking requirements needed by the individual, to excel at the level of promotion

(Charan, Drotter & Noel 2001:16)
Drotter’s Leadership Pipeline™

enterprise managers

group managers

business managers

functional managers

managing managers

managing others

managing self
What got you here will not get you there

Managing Managers

1. What’s Happening
2. Survival
3. Meaning/Mission
4. Effectiveness

Managing Others

1. What’s Happening
2. Survival
3. Meaning/Mission
4. Effectiveness

Managing Self

1. What’s Happening
2. Survival
3. Meaning/Mission
4. Effectiveness

Success in managing self serves as the base for moving on to the next level, but is never enough to manage what happens at that level. New insights and new skills need to be developed before one can become successful.

When you are initially appointed you have to display technical skills, but as you get promoted you have to display more effectiveness in people skills.

Adapted from Bolles (2012)
Drotter’s Leadership Pipeline

Managing Self

- About individual contribution
- Do assigned work in given time frames that meet objective
- Key issues are planning punctuality, content, quality, reliability
- Acceptance of company culture
- Adopting professional standards
- Collaborate with others
- If done well one gets promoted
- Continue doing what makes them successful
Drotter’s Leadership Pipeline

Managing Others

- Effective Communication
- Clear expectations, roles & responsibility
- Assistance to others
- Motivating others
- Coaching individuals
- Measuring outputs of others
- Must do their own assigned work & help others perform effectively
- Building trusting relationships
- Solve problems
Drotter’s Leadership Pipeline

Managing Managers

- Need to divest themselves from individual tasks
- Selecting people to manage themselves
- Assigning managerial and leadership work to managers of others
- Measuring progress as managers
- Coaching managers
- Begin to ensure integration of activities - to add value to the managers functions
- Improve efficiency
- Enhance teamwork
Drotter’s Leadership Pipeline
Managing the Function

• Develop & ensure communication through several layers
• Manage areas outside own expertise
• Reporting to multi-functional GM’s
• Team player with other functional managers
• Manage competition for limited resources
• Proficient strategists: blending functional strategy & business strategy
• Spend time in team meetings
• Essential to delegate responsibility
• Seek sustainable best practices and apply futuristic thinking
Drotter’s Leadership Pipeline
Managing the Business

- Strategic thinking and planning ahead 3-5 years into the future
- Integrating business outcomes
- Shift to long-term view and sustained profitability
- Dealing with great diversity
- Communicating clearly and effectively with internal and external stakeholders
- Balancing act between future goals and present needs and the trade-off between them
- Ensure profits, build greater market share and attune people to company culture and values
Drotter’s Leadership Pipeline

Managing the Group

- Evaluate group strategy
- Integrate portfolio’s
- Allocate capital and resources
- Drive group goals
- Ensure personal credibility in market place
- Nurture relationships with industry stakeholders
- Mentoring business managers
Drotter’s Leadership Pipeline

Managing the Enterprise

- Setting enterprise direction
- Focus on global issues
- Evaluate the impact of global issues on the enterprise
- Engage with global and local stakeholders
- Long-term focus
- Drive bottom line results
- Inspire entire enterprise
Moving from... to

Long-term; strategic; conceptual thinking; positioning

Engaging, influencing

Short-term; operational; concrete; specialist; doing hands-on

enterprise managers

group managers

business managers

functional managers

managing managers

managing others

managing self
Alignment & Attunement

Engaging, influencing

Alignment

Attunement

enterprise managers

group managers

business managers

functional managers

managing managers

managing others

managing self
Cognitive processing
Cognitive processing: Enabler/Derailer?

**Transformation**: Transfer, restructure, logical reasoning, lateral creation

**Metacognition**: Self-awareness, self-monitoring, learn, strategise, use judgement and intuition

**Structuring**: Categorise, order, group, generalise, integrate, represent, abstract, conceptualise

**Analysis**: Differentiate (break-up), compare, apply rules, identify relationships

**Exploration**: Search, scan, focus, investigate, clarify, hypothesise, discriminate, select

**Memory**: Retention, recall, internalisation, automation

---

Cognitive Processing Profile

Problem Solving Styles
- Explorative
- Analytical
- Structured
- Holistic
- Intuitive
- Memory
- Integrative
- Logical Reasoning
- Reflective
- Learning
- Random
- Impulsive
- Metaphoric
- Efficient/Quick Insight
- Balanced Profile

Work-Related Processing Dimensions
- Detail Complexity
- Dynamic Complexity
- Operational Approach
- Strategic Approach
- Short-term Orientation
- Long-Term Orientation
- Structured
- Unstructured

Left/Right Brain Metaphor
- Logical-Analytical
- Integrative-Metaphoric-Intuitive
- Structured-Memory-Reflective
- Flexibility & Open-Minded Awareness, Learning

Current and Potential Level of Work
- Purely Operational
- Diagnostic Accumulation
- Alternative Paths/Tactical Strategy
- Parallel Processing
- Purely Strategic

Learning Potential
- Tendency to prefer difficult to easy information
- High general level of cognitive functioning
- Capacity to access higher levels of complexity
- Tendency to seek cognitive challenge
- Good metacognitive awareness
- Good learning capacity and cognitive modifiability
- Tendency to get bored with unchallenging tasks
- Insufficient detail & precision
- Application of weak problem solving strategies
- Relatively quick insight, yet a tendency to work slowly
- Holistic evaluation of the overall profile
- Tendency to distrust own judgement
- High scores on verbal conceptualisation processes
- Already developed strategies for managing complexity
- Right brain orientation
- Low confidence

Information Processing Competence
- Exploration: Pragmatic
- Exploration: Exploring
- Analysis: Analytical
- Analysis: Rule Oriented
- Structuring: Categorisation
- Structuring: Integration
- Structuring: Complexity
- Transformation: Logical Reasoning
- Transformation: Verbal Abstraction
- Memory: Use of Memory
- Memory: Memory Strategies
- Metacognition: Judgement
- Metacognition: Quick Insight Learning
- Metacognition: Experiential Learning

Speed and Timing
- Speed
- Quick Insight
- Pace Control
- Quick Closure
Levels of Work

- PURE OPERATIONS
- DIAGNOSTIC ACCUMULATIONS
- ALTERNATIVE PATHS
- PARALLEL PROCESSING
- PURE STRATEGY
The Leadership Pipeline & the Levels of Work

Managing Self

Leading Others

Leading Function

Leading Business

Leading Group

Leading Enterprise

LEVEL OF WORK CONCEPT

LEVEL 5

LEVEL 4

LEVEL 3

LEVEL 2

LEVEL 1

PURE STRATEGY

PARALLEL PROCESSING

ALTERNATIVE PATHS

DIAGNOSTIC ACCUMULATIONS

PURE OPERATIONS
Cognitive Processing

“Benchmark” at each of 5 levels

- Current Performance
- Potential Performance
Cognitive Processing – Pure Operations
Cognitive Processing: Parallel Processing
Executive Team: Parallel Processing
Parallel Processing: Integration & synthesis
Parallel Processing: Abstract conceptualisation
Parallel Processing: Logical reasoning
Parallel Processing: Self-awareness
Alternative Paths: Abstract conceptualisation
Alternative Paths: Logical reasoning
Alternative Paths: Self-awareness
The Whole Brain® model & thinking preferences
Herrmann’s Whole Brain® model
The Whole Brain® Model
The Whole Brain® model

Upper Mode Thinking Process:
- Logical
- Analytical
- Fact – Based
- Quantitative

Holistic
Intuitive
Integrating
Synthesizing

Organised
Sequential
Planned
Detailed

Interpersonal
Feeling – Based
Kinesthetic
Emotional

Left Mode Thinking Process

Right Mode Thinking Process

Upper Left
D

A

Upper Right

B

Lower Left

Lower Right

C

Lower Mode Thinking Process
The Whole Brain® Model in the workplace

- PURE STRATEGY
- PARALLEL PROCESSING
- ALTERNATIVE PATHS
- DIAGNOSTIC ACCUMULATIONS
- PURE OPERATIONS

Diagram:

- A: GOAL DRIVEN
- B: TASK DRIVEN
- C: CUSTOMER DRIVEN
- D: VISION DRIVEN
The Whole Brain® model

KEY BRAIN CHARACTERISTICS

UNIQUE
SPECIALIZED
ASYMMETRICAL
SITUATIONAL
INTERCONNECTED
ITERATIVE
DOMINANT
MALLEABLE
WHOLE
Common sense indicates that how we think and behave may change under pressure. For some it remains the same. For others it shifts – See above examples
The HBDI® Preference Map

Preference Map shows tilt in preference
The HBDI® & the Leadership Pipeline

Managing Self

- About individual contribution
- Do assigned work in given time frames that meet objective
- Key issues are planning punctuality content, quality, reliability
- Acceptance of company culture
- Adopting professional standards
- Collaborate with others
- If done well one gets promoted
- Continue doing what makes them successful
The HBDI® & the Leadership Pipeline
Managing Others

- Effective Communication
- Clear expectations, roles & responsibility
- Assistance to others
- Motivating others
- Coaching individuals
- Measuring outputs of others
- Must do their own assigned work & help others perform effectively
- Building trusting relationships
- Solve problems
The HBDI® & the Leadership Pipeline
Managing Managers

- Divest self from individual tasks
- Selecting people to manage themselves
- Assigning managerial and leadership work to managers of others
- Measuring progress as managers
- Coaching managers
- Begin to ensure integration of activities - to add value to the managers functions
- Improve efficiency
- Enhance teamwork
The HBDI® & the Leadership Pipeline
Managing the Function

• Develop & ensure communication through several layers
• Manage areas outside own expertise
• Reporting to multi-functional GM’s
• Team player with other functional managers
• Manage competition for limited resources
• Become proficient strategists and blending functional strategy with overall business strategy
• Spend time in team meetings
• Essential to delegate responsibility
• Constantly seek sustainable best practices and apply futuristic thinking
The HBDI® & the Leadership Pipeline
Managing the Business

• Strategic thinking and planning ahead 3-5 years into the future
• Integrating business outcomes
• Shift to long-term view and sustained profitability
• Dealing with great diversity
• Communicating clearly and effectively with internal and external stakeholders
• Balancing act between future goals and present needs and the trade-off between them
• Ensure profits, build greater market share and attune people to company culture and values
The HBDI® & The Leadership Pipeline
Managing the Group

- Evaluate group strategy
- Integrate portfolio’s
- Allocate capital and resources
- Drive group goals
- Ensure personal credibility in marketplace
- Nurture relationships with industry stakeholders
- Mentoring business managers
• Setting enterprise direction
• Focus on global issues
• Evaluate the impact of global issues on the enterprise
• Engage with global and local stakeholders
• Long-term focus
• Drive bottom line results
• Inspire entire enterprise
What’s the dilemma?
What's the dilemma?

- Pure Operations
- Diagnostic Accum.
- Alternative Paths
- Parallel Processing
- Pure Strategic

Graph:

- Current (1)
- Potential (2)
- Required

Pie charts:

- A: 49%
- B: 32%
- C: 51%
- D: 68%
Is there a dilemma?

Graph showing performance metrics across different domains:
- Pure Operations
- Diagnostic Accumulation
- Alternative Paths
- Parallel Processing
- Pure Strategic

Each domain is quantified with a percentage scale from 0 to 100.

- **A**: 59%
- **B**: 44%
- **C**: 41%
- **D**: 56%

- Enterprise managers
- Group managers
- Business managers
- Functional managers
- Managing managers
- Managing others
- Managing self
Senior Management: All capable but...?
Values
Values as enablers / derailers

**Visible**

**Surface Values**
Artefacts, events. Observable activities, behaviours & objects, the “numbers”, benchmarks, mission statements, best practices, rituals, dress code, etc.

**Hidden Values**
Ideas, Beliefs, attitudes, norms, trends (conscious/unconscious, stated/implicit), the “smell of the place” the unwritten rules, etc.

**Deep Values**
Spiral (Beige, Purple, Red, Blue, Orange, Green, Yellow, Turquoise)
Worldviews/ Value Systems/Thinking Systems

**Invisible**

**Easier**

**Harder**
Values as enablers / derailers

EXPRESS SELF

Survival (I Survive Instinctively)

Energy and Power (Power Gods) (I Control)

Success (Strive Drive) (I Perform /Achieve)

Synergy (Flex Flow) (I Learn)

Holism (We Experience)

Community (Human Bond) (We Relate)

Order (Truth Force) (We Conform)

Security (Kin Spirit) (We Protect /Sacrifice)

SACRIFICE SELF

We Experience

We Relate

We Conform

We Protect /Sacrifice
Values as enablers / derailers

Value Orientations – Spiral Model

**INTEGRATIVE**
- Lives life fully and responsibly
- Strong learning orientation
- Seeks new experiences
- Pragmatic and functional approach
- Communicates simplicity after considering complexity
- Individualistic and values freedom of choice
*May seem uncommitted, unemotional or disinterested*

**PERFORMANCE**
- Focused on creating value and prosperity
- Independent-minded, autonomous
- Seeks and spots opportunities
- Generates alternative strategies and narratives
- Risk-taking
- Takes and expects accountability
*Can be opportunistic or manipulative*

**ENERGETIC**
- Willful and shows a need for excitement and challenge
- Assertive and determined
- Seeks sensory gratification
- Action-oriented, goal-directed and effective
- Prepared to fight for limited resources
- Seeks respect and recognition
*Can be fearful, impulsive, egocentric*

**TRANSCENDENT**
- Existential philosophical orientation
- Conscious and aware
- Sees everything as interconnected
- Collective awareness
- Prefers simple life
- Pursues non-attachment
*May seem other-worldly*

**HUMANISTIC**
- Open-minded, relativistic and compassionate
- People-oriented and relationship building
- May be theoretically and scientifically oriented
- Promotes interpersonal harmony and acceptance
- Seeks consensus and reconciliation
*Can be relativistic in decision-making*

**DEPTH AND ORDER**
- Values purpose, truth and quality
- Conformist and committed
- Seeks stability, certainty and creates structure
- Supports status quo
- Values tradition and the tried-and-tested
- Loyal to organisations or institutions
*May come across as somewhat inflexible*

**GROUP BELONGING**
- Strong family and team alliances
- Emphasis on in-group versus out-group membership
- Likes ritual, community or group celebrations
- Often ethnocentric, religious and loyal
- Personal identity linked to group identity
- Values authority, tradition and respect
*May be dependent on other people or a group or self-sacrificial*
According to Graves, who conceptualised the Spiral Dynamics model, these leadership characteristics accommodate and empower those with any of the value orientations in different ways:

- Politeness
- Openness
- Confidence (Autocracy)
Values as enablers / derailers

Politeness

(being civil, sensitive, considerate, respectful, low ego-involvement, shows interest in others).
When someone is polite, the different value orientations are likely to perceive it in the following manner:

- **TURQUOISE**
  Feel free to explore, experience and to be

- **GREEN**
  Welcome the empathy and compassion

- **BLUE**
  Appreciate the decency and substance

- **PURPLE**
  Feel safe and included

- **YELLOW**
  Welcome the positive climate and non-intrusiveness

- **ORANGE**
  Appreciate the tact, political skill and sophistication

- **RED**
  Sense respect and recognition
Values as enablers / derailers

**Openness**
*(being transparent, honest and straightforward, sharing information, listening to and considering different perspectives)*

When someone is open, the different value orientations are likely to perceive it in the following manner:

- **TURQUOISE**
  - Appreciate the full range of insights

- **YELLOW**
  - Have the freedom to initiate possible changes

- **ORANGE**
  - Feel free to disagree and offer alternative solutions

- **RED**
  - Feel free to take ownership / initiative without being judged

- **GREEN**
  - Reassured that everyone is being legitimised

- **BLUE**
  - Be enabled to take a moral stand and motivate it

- **PURPLE**
  - Feel safe to express fears
Confidence

(autocracy, taking charge, accepting responsibility, willingness to put oneself on the line)

When someone is confident, the different value orientations are likely to perceive it in the following manner:

- **TURQUOISE**
  Often understands the power of intention

- **GREEN**
  Accept this if it seems to benefit everyone involved

- **BLUE**
  Welcome the clear voice of authority

- **PURPLE**
  Appreciate the protection of a strong leader

- **YELLOW**
  Appreciate the competence, responsibility and direction

- **ORANGE**
  Agree with the individual initiative, image management and self-empowerment

- **RED**
  Respect the assertiveness and power
Values & the Leadership Pipeline

Managing Managers

- Need to divest themselves from individual tasks
- Selecting people to manage themselves
- Assigning managerial and leadership work to managers of others
- Measuring progress as managers
- Coaching managers
- Begin to ensure integration of activities- to add value to the managers functions
- Improve efficiency
- Enhance teamwork

Energy and Power (Power Gods)
(I Control)
(Strive Drive) (I Perform/Achieve)
Order (Truth Force) (We Conform)
Energy and Power (Power Gods) (I Control)
Values & the Leadership Pipeline

Managing the Business

- Strategic thinking and planning ahead 3-5 years into the future
- Integrating business outcomes
- Shift to long-term view and sustained profitability
- Dealing with great diversity
- Communicating clearly and effectively with internal and external stakeholders
- Balancing act between future goals and present needs and the trade-off between them
- Ensure profits, build greater market share and attune people to company culture and values
Behaviour
Growth Focus
- Thrive on Risk
- Decisive
- Taking on Opportunities

Operational Focus
- Thrive in structured, operational space
- Works with tight deadlines
- Need fixed paradigm & way of doing things

Professional Focus
- Progress based on technical or professional skills
<table>
<thead>
<tr>
<th>Traits</th>
<th>Enabler</th>
<th>Derailer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hyper-Sensitivity</td>
<td>✓ Shrewd judgement &amp; subtle perceptions</td>
<td>× Emotional fragility, anxiety and perceiving others as hostile</td>
</tr>
<tr>
<td>Isolation</td>
<td>✓ Cope &amp; make decisions on own</td>
<td>× Not comfortable in teams</td>
</tr>
<tr>
<td></td>
<td></td>
<td>× Poor communicators – no buy-in</td>
</tr>
<tr>
<td></td>
<td></td>
<td>× Isolate self</td>
</tr>
<tr>
<td>Eccentricity</td>
<td>✓ Unconventional</td>
<td>× Ideas unworkable</td>
</tr>
<tr>
<td></td>
<td>✓ Novel ideas</td>
<td>× Poor listeners</td>
</tr>
<tr>
<td>Iconoclasm</td>
<td>✓ Tough-Minded</td>
<td>× Insensitive</td>
</tr>
<tr>
<td></td>
<td>✓ Break with conventionality</td>
<td>× Anti-social</td>
</tr>
<tr>
<td></td>
<td></td>
<td>× Perhaps unethical</td>
</tr>
</tbody>
</table>
## Behavioural derailers

<table>
<thead>
<tr>
<th>Behaviour</th>
<th>Positive</th>
<th>Attention seeking</th>
<th>Self-confident</th>
<th>Fail to Listen</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibitionism</td>
<td>✓ Positive</td>
<td>× Attention seeking</td>
<td>✓ Self-confident</td>
<td>× Fail to Listen</td>
</tr>
<tr>
<td></td>
<td>✓ Charismatic</td>
<td>× Prone to exaggerate</td>
<td>✓ See self as leaders</td>
<td>× Do not understand own limitations</td>
</tr>
<tr>
<td></td>
<td>✓ Socially confident</td>
<td>× Less capable in unfavourable conditions</td>
<td></td>
<td>× Become despotic</td>
</tr>
<tr>
<td>Over-Confidence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Perceived as being agreeable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Easy to work with</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Good followers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over-Dependence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Good administrators</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Methodical and attentive to detail</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Micro-Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Good administrators</td>
<td>× Inflexible</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ Methodical and attentive to detail</td>
<td>× Rule-following</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>× Tend to manage others to closely</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Behaviour & the Leadership Pipeline

Managing Others

LEADERSHIP CHALLENGE PROFILE

<table>
<thead>
<tr>
<th>Scales</th>
<th>Percentiles</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXCITABLE</td>
<td>69</td>
</tr>
<tr>
<td>SKEPTICAL</td>
<td>72</td>
</tr>
<tr>
<td>CAUTIOUS</td>
<td>55</td>
</tr>
<tr>
<td>RESERVED</td>
<td>94</td>
</tr>
<tr>
<td>LEISURELY</td>
<td>85</td>
</tr>
<tr>
<td>BOLD</td>
<td>75</td>
</tr>
<tr>
<td>MISCHIEVOS</td>
<td>50</td>
</tr>
<tr>
<td>COLORFUL</td>
<td>27</td>
</tr>
<tr>
<td>IMAGINATIVE</td>
<td>69</td>
</tr>
<tr>
<td>DILIGENT</td>
<td>99</td>
</tr>
<tr>
<td>DUTIFUL</td>
<td>11</td>
</tr>
</tbody>
</table>

NO RISK | LOW RISK | MODERATE RISK | HIGH RISK
SKEPTICAL

Concerns being socially insightful, but cynical and overly sensitive to criticism.

BEHAVIORAL IMPLICATIONS

You scored in the MODERATE RISK ZONE on this scale. Leaders with similar scores:

- Seem insightful about others' motives and about office politics.
- Take criticism personally.
- Tend to hold grudges.
- Can be argumentative.
- Can be hard to coach.
RESERVED

Concerns lacking interest in or awareness of the feelings of others.

---

BEHAVIORAL IMPLICATIONS

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Can make independent decisions and stand up to criticism.
- May misread social cues.
- Seem tough and independent.
- May unintentionally bruise others’ feelings.
**Diligent**

Concerns being conscientious, perfectionistic, and hard to please.

**Behavioral Implications**

You scored in the HIGH RISK ZONE on this scale. Leaders with similar scores:

- Are polite, detail-oriented, hardworking, and do things by-the-books.
- Tend to micromanage their staff.
- Try to do everything equally well.
- Are hard to please.
- Seem uncomfortable with ambiguity.
• The Leadership Pipeline™ provides a context to understand when thinking, processing, behaving and valuing is appropriate or inappropriate.

• The Leadership Pipeline™ - along with the other tools - provides a conceptual framework to integrate and synthesise these different perspectives.
CONCLUSION

Need to understand the mix between processing capability, preference, values and behaviour

You need to understand the appropriateness against the pipeline level

People need to be coached to understand how they enable or derail

You need to understand fit with team to manage talent pipeline

Managing & developing 10 skills for future, requires unblocking pipeline