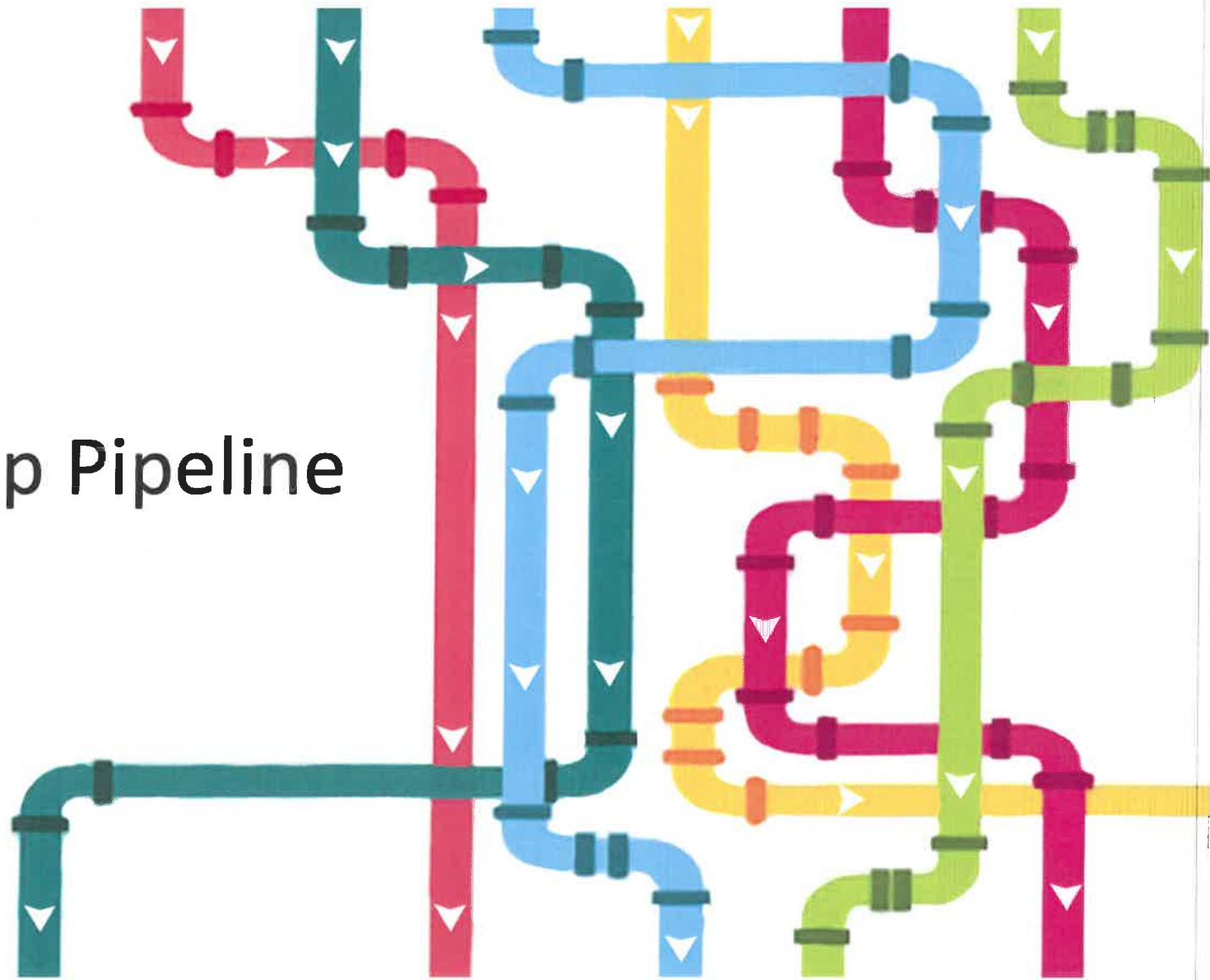


The Leadership Pipeline



TRANSFORM

WESTERN CANADIAN DISTRICT C&MA



MAKING DISCIPLES



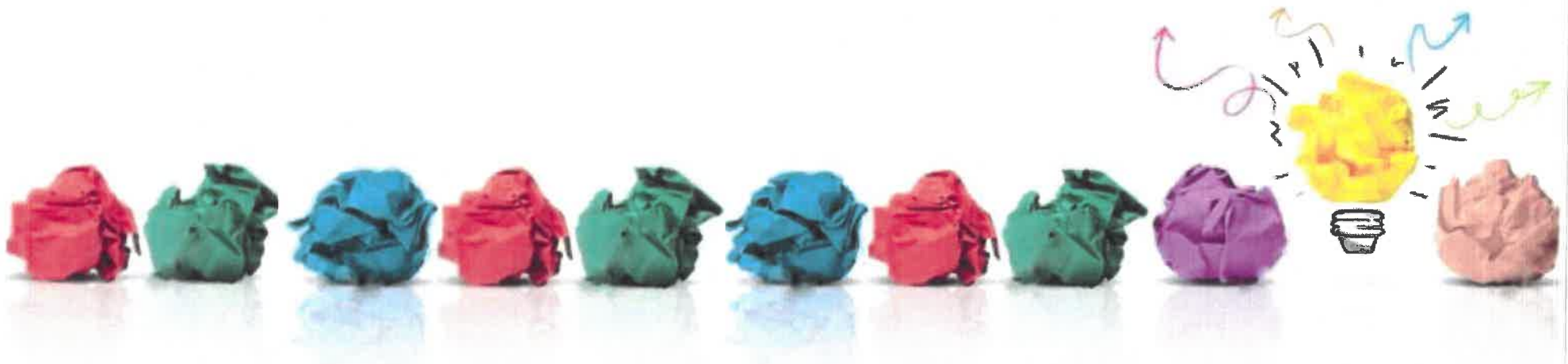
SEEKING RENEWAL



REACH THE LEAST REACHED

The Philosophy

- Making disciples that make disciples
- Every leader being developed – Every leader developing others
- Making Leaders that Make Leaders that Make Leaders



Developing our people with the
right stuff in the
right places at the
right time



Five Leadership Passages*



*Adapted from Charan, Drotter & Noel, *The Leadership Pipeline*, 2011.



Passage One: LEADING SELF

In this passage, individuals contribute to a ministry's success by fulfilling assigned responsibilities in given time frames.



VALUES

- Self-awareness
- Work proficiency
- Reflecting values of church
- Personal Development



SKILLS

- Individual contributor
- Punctuality, content, quality, reliability
- Ability to collaborate
- Using church processes



DANGER SIGNS

- Not dependable
- Not teachable
- Not team player
- Lack of self-awareness



Passage Two: LEADING OTHERS

In this passage individuals are moving to leading others in their work rather than just their own, therefore they need to divest themselves of some individual tasks.



VALUES

- Wellness of others
- Success of others
- Building strong relationships



SKILLS

- Discernment of role placement
- Effective delegation
- Ability to give constructive feedback and encouragement



DANGER SIGNS

- Values self over others
- Difficulty in releasing tasks and responsibilities
- Doesn't celebrate success of others



Passage Three: LEADING LEADERS

This passage requires an increase in self awareness and interpersonal maturity.



VALUES

- 360° communication
- Developing and empowering leaders
- Celebrates others' success



SKILLS

- Selection and empowerment of leaders
- Planning, budgeting
- Coaching and evaluation



DANGER SIGNS

- Views people as interruptions
- Fixes rather than equips
- Distance oneself from problems



Passage Four: LEADING LEADERS OF TEAMS

In this passage leaders create broader environments where other leaders can thrive.



VALUES

- Sensitivity of personal power
- Team environment
- Drawing best out of others



SKILLS

- Selection and training of leaders
- Prioritizing organizational resources
- Coaching towards excellence



DANGER SIGNS

- Difficulty delegating
- Poor performance management
- Failure to build strong teams
- Choosing clones over contributors
- Providing solutions vs empowering people



Passage five: LEADING ORGANIZATION

In this passage the leader bears responsibility for the trajectory and health of the overall organization.



VALUES

- Release of pieces to focus on the whole
- Appreciate how pieces contribute to the whole
- Celebrating & rewarding strategically
- Setting culture, climate



SKILLS

- Reflective, strategic leadership
- Long-term vision
- Assessing big-picture processes and results
- Interface with Board & constituents
- Interface beyond organization



DANGER SIGNS

- Stuck in operations rather than strategy
- Lacks overall strategy
- Inability to value work outside of personal experience
- Controlling and lack of trust
- Difficulty managing time
- Soft on culture violations

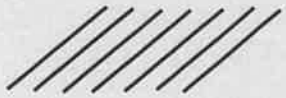
Diagnosis of a Leader

7 Core Dimensions for Each Pathway

1. **PERSONAL WELLNESS** (spirituality, relationally physically, etc)
2. **RELATIONAL ABILITY** (collaboration, team play, conflict management)
3. **OUTCOME FOCUSED** (quality, goals, timeliness)
4. **LEADERSHIP** (setting direction, developing people, change / process management)
5. **INTERFACE** (with congregation, followers, broader community)
6. **FISCAL OVERSIGHT** (prudence, resourceful, stewardship)
7. **ROLE-SPECIFIC COMPETANCE** (skills, efficiency, effectiveness)



Diagnosis of a Leader

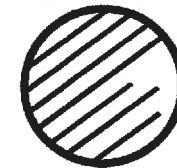


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5. INTERFACE
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Performance Portraits

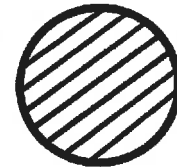
UNDEVELOPED PERFORMANCE



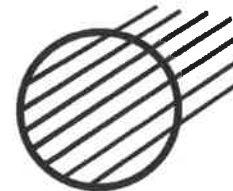
INAPPROPRIATE PERFORMANCE



FULL PERFORMANCE



EXCEPTIONAL PERFORMANCE



Pipeline Succession Planning

Succession planning involves certain practices that an organization must observe.

- Competence should be the focus in the development of leaders.
- There must be a continuous flow in the leadership pipeline.
- Each passage has a view to the current, the prior, and the next passage.
- The pipeline's developmental passages must be fully experienced.
- Short term and long term plans must be simultaneously considered.

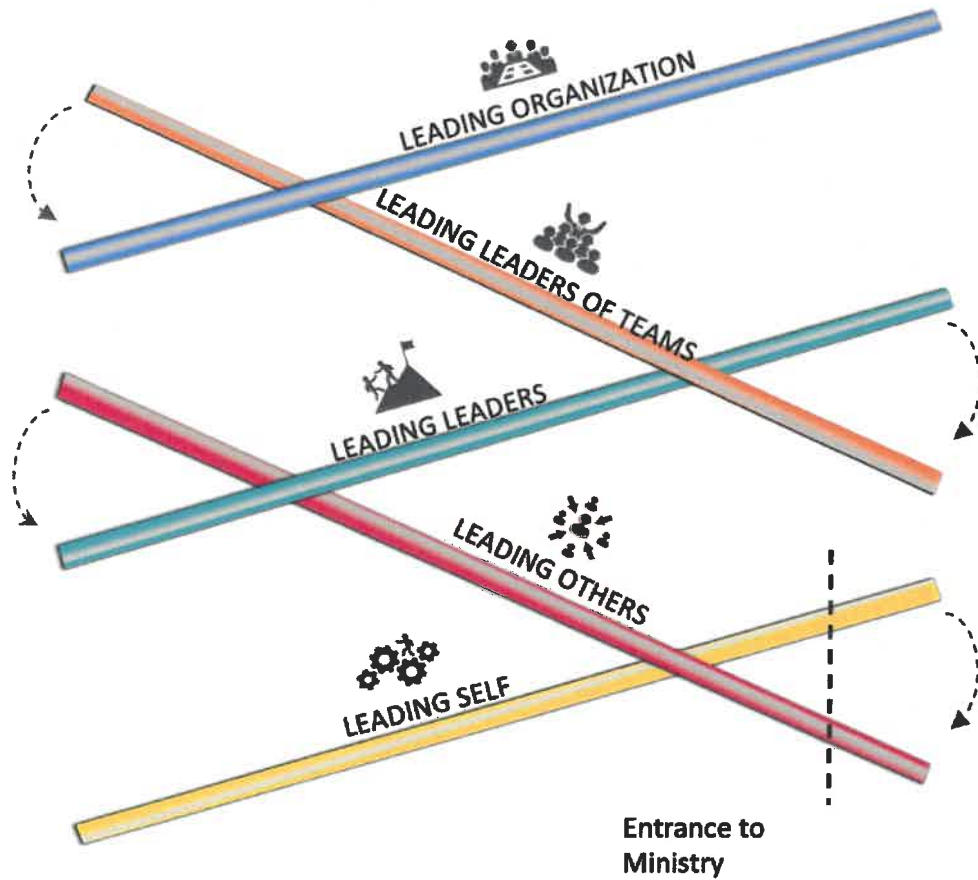


Leadership Pipeline Coaching

- In order to effectively address the leadership pipeline clogs, coaching is necessary.
- From a leader's perspective, coaching is simply helping people to achieve their full potential.
- It is the process of providing a truthful assessment of a leader's performance, and effectively communicates the benefits to both the individual and the organization.
- In coaching, a clear, complete, and compelling feedback process should be established.



Leadership Pipeline Summary



Performance Portraits

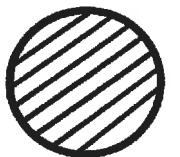
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