

Leadership Differs by Levels

Note: this is all representative. Business conditions, size of the company and other factors will impact the exact parameters, but not the overall trends. Where you see a + it means that all that comes before is still relevant and you take it with you. Also, you can develop skills at lower levels, but if you don't have them at the level indicated, you're probably not going to be seen as a candidate for opportunities.

	Individual Contributor	Supervisor/Team Lead	Manager	Senior Manager	Executive
What You're Paid to Do	Achieve or exceed Key Performance Indicators	Achieve or exceed team performance indicators	Achieve or exceed BU/Functional performance indicators	Set, Achieve and exceed BU/Functional outcomes	Position the business in the marketplace
Locus of Attention	Self	Team members	Reporting supervisors and team leads	Reporting managers	Reporting senior managers and the Board of Directors
People Development	Self	Developing team members' skills	Developing supervisory/ leadership skills of direct reports	Developing management/ leadership skills of direct reports	Ensuring leadership pipeline/succession planning
Operational vs Strategic	100% Operational	80% Operational, 20% Strategic	60% Operational, 40% Strategic	80% Strategic	100% Strategic
Strategic Relationships	Mostly internal colleagues	Balance of internal team and external partners	Increasing external partners - professional associations	Substantial external partners and stakeholders - industry associations, nonprofit boards	Almost fully external - investors, board, key customers; for profit boards
What You Keep	Your personal greatness	Knowledge of how the work is best done	Basic team and interpersonal skills	Broader organizational perspective	Organization-wide perspective, industry & marketplace understanding
What You Add	Your identity as a business woman	Interpersonal & Team Skills (e.g. Feedback, Team Building)	Broader organizational view,	Cross-functional initiatives, Strategy for BU/Function	Board skills,

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What You Stop	Your identity as a student/intern	Doing the work	Developing individual contributors	Working with Supervisors	Working with Managers
Business Acumen	Know why your job exists	+ Understand the role of your team in value creation	+ Look for cross-functional opportunities to enhance value creation	Appropriately structure and manage the BU/ Function to achieve key outcomes	Acto to balance, rebalance and maintain the Charan Virtuous Business Cycle
Financial Acumen	Know your individual and team metrics	Know your teams' metrics and how they impact the Virtuous Business Cycle	Attend and understand All-Hands meetings, listen to earnings calls. Make decisions/ recommendations based on the story you hear.	Analyze financials, take or rrecommend action based on the story they tell, position the BU/ Function to contribute to key financial targets	Use financial info to position the organization to deliver on promised performance to satisfy the Board and owners/ shareholders/ analysts
Strategic Acumen	Support change initiatives and understand your role in their success	Understand how your team contributes to strategy and align them to it	Understand strategy, cascade rationale, align your teams to and execute strategy	Set BU/Functional strategy in alignment with organizational strategy. Ensure strategy execution.	Set organizational strategy ensure strategy execution
Identify Shifts	Satisfaction/Meaning from being a Doer; professional/ technical identity; leading through rolemodeling excellence	Satisfaction/Meaning from equipping, enabling, empowering Doers; emerging manager identity; leading through developing doers; putting on Mantle of Leadership	Satisfaction/Meaning from equipping, enabling, empowering supervisors	Satisfaction/Meaning from equipping, enabling, empowering Managers and aligning the BU/ Function to org strategy	Satisfaction/Meaning from positioning the organization for success in its marketplace