

What Leaders Need at Each Level

Add, Keep, and Let Go as Your Role Grows

	Managing Self	Managing Others	Managing Managers	Managing a Function	Managing a Business
	<i>...Stop doing everything yourself</i>	<i>...Start developing others</i>	<i>...Think in systems, not tasks</i>	<i>...Focus on strategy, not operations</i>	
Thought	<ul style="list-style-type: none"> Manages complexity Customer focus Decision quality Cultivates innovation 	<ul style="list-style-type: none"> Manages complexity Customer focus 	<ul style="list-style-type: none"> Customer focus Decision quality 	<ul style="list-style-type: none"> Business insight Customer focus Decision quality Cultivates innovation Strategic mindset 	<ul style="list-style-type: none"> Business insight Customer focus Decision quality Global perspective Strategic mindset
Results	<ul style="list-style-type: none"> Ensures accountability Action oriented Plans and aligns Drives results Optimizes work processes 	<ul style="list-style-type: none"> Ensures accountability Action oriented Directs work Plans and aligns Drives results Optimizes work processes 	<ul style="list-style-type: none"> Action oriented Directs work Resourcefulness Drives results Optimizes work processes 	<ul style="list-style-type: none"> Directs work Drives results Optimizes work processes 	<ul style="list-style-type: none"> Action oriented Drives results Optimizes work processes
People	<ul style="list-style-type: none"> Collaborates Communicates effectively Values differences Interpersonal savvy 	<ul style="list-style-type: none"> Values differences Drives engagement Builds effective teams 	<ul style="list-style-type: none"> Attracts top talent Manages conflict Develops talent Values differences Interpersonal savvy Organizational savvy 	<ul style="list-style-type: none"> Collaborates Communicates effectively Develops talent Values differences Builds networks Organizational savvy Persuades 	<ul style="list-style-type: none"> Attracts top talent Communicates effectively Develops talent Values differences Builds effective teams Drives vision and purpose
Self	<ul style="list-style-type: none"> Nimble learning Being resilient Self-development Instills trust 	<ul style="list-style-type: none"> Courage Nimble learning Being resilient Demonstrates self-awareness Instills trust 	<ul style="list-style-type: none"> Courage Nimble learning Being resilient Demonstrates self-awareness Instills trust 	<ul style="list-style-type: none"> Manages ambiguity Courage Nimble learning Self-development Instills trust 	<ul style="list-style-type: none"> Manages ambiguity Courage Nimble learning Self-development Situational adaptability Instills trust