



Leadership – *The Public Works Way*

Leadership, The Public Works Way

This document was prepared by incorporating, adopting and modifying many important principles, ideas and concepts from *The Leadership Pipeline – How to Build the Leadership Powered Company*, Second Edition, by Ram Charan, Stephen Drotter and Jim Noel, Publisher: Jossey-Bass (January 11, 2011); and *The Performance Pipeline: Getting the Right Performance at Every Level of Leadership*, by Stephen Drotter, Publisher: Jossey-Bass (September 21, 2011). Citation information has been provided where appropriate. This document is to be used for educational purposes only and shall not be reprinted without prior permission from Los Angeles County Public Works, or proper attribution to the source materials identified herein. All Rights Reserved.”

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¹ Section titles as indicated herein, with the exception of Section II. Chief Operating Officer, are adopted from *The Leadership Pipeline – How to Build the Leadership Powered Company*, Second Edition, by Ram Charan, Stephen Drotter and Jim Noel, Publisher: Jossey-Bass (January 11, 2011); and *The Performance Pipeline: Getting the Right Performance at Every Level of Leadership*, by Stephen Drotter, Publisher: Jossey-Bass (September 21, 2011).

DIRECTOR'S MESSAGE

To be an effective and innovative organization we need a healthy leadership culture and structure that enables us to accomplish our mission.

My vision is for Public Works to become the most trusted public agency in the region; the pursuit of public trust is at the heart of everything we do. It is vital that we continuously develop current and future leaders who strongly believe in the vision and can motivate and guide our workforce to achieve the highest level of public service.

The Leadership Pipeline is the framework Public Works uses in leadership development and succession planning to provide consistency and clarity for all leaders at all levels. As the Leadership Pipeline becomes part of Public Works' culture, our workforce will continue to become more effective, thrive, and reach the highest level of business success and public trust.

I know you will find the guide valuable in learning, applying, and living Leadership, The Public Works Way.

MARK PESTRELLA
Director of Public Works

HOW TO USE THIS GUIDE

This guide is a roadmap, a toolkit, and a crash course to help you better understand and lead at Public Works. It is designed to facilitate and ensure effective Leadership Pipeline application.

You can use it as a:

- Refresher – skim to understand what Leadership at Public Works is all about
- Reference – look up any term or topic to learn more.

OVERVIEW

What is Leadership Pipeline?

Leadership Pipeline is an approach to leadership. It provides performance expectations at each level and identifies skills and behaviors that leaders must demonstrate at each level in order to lead effectively and move up in the organization.

Every leadership level delivers unique results and contributes to the success of the levels above and below. All leadership levels are connected, with no gaps or overlaps between them.

This approach to leadership is adapted from *The Leadership Pipeline – How to Build the Leadership Powered Company* by Ram Charan, Steve Drotter, and Jim Noel – 2011.

Leadership Pipeline Model

This Leadership Pipeline model spells out several passages to describe the progression of roles, responsibilities, and skills on which effective leaders must focus as they progress. Leadership Pipeline creates a more consistent, visible system for developing leaders and preparing them for advancement. The Leadership Pipeline includes assessment tools, feedback, and coaching, all designed to build a strong and sustainable leadership process with highly effective leaders who are ready to move up in the organization.

The following charts, tables, and graphs have been adapted to reflect Public Works' management structure.

They include:

Leadership Passages

The Leadership Passages chart illustrates the series of passages that leaders take to move from one role/level to the next as they move up the leadership ladder.

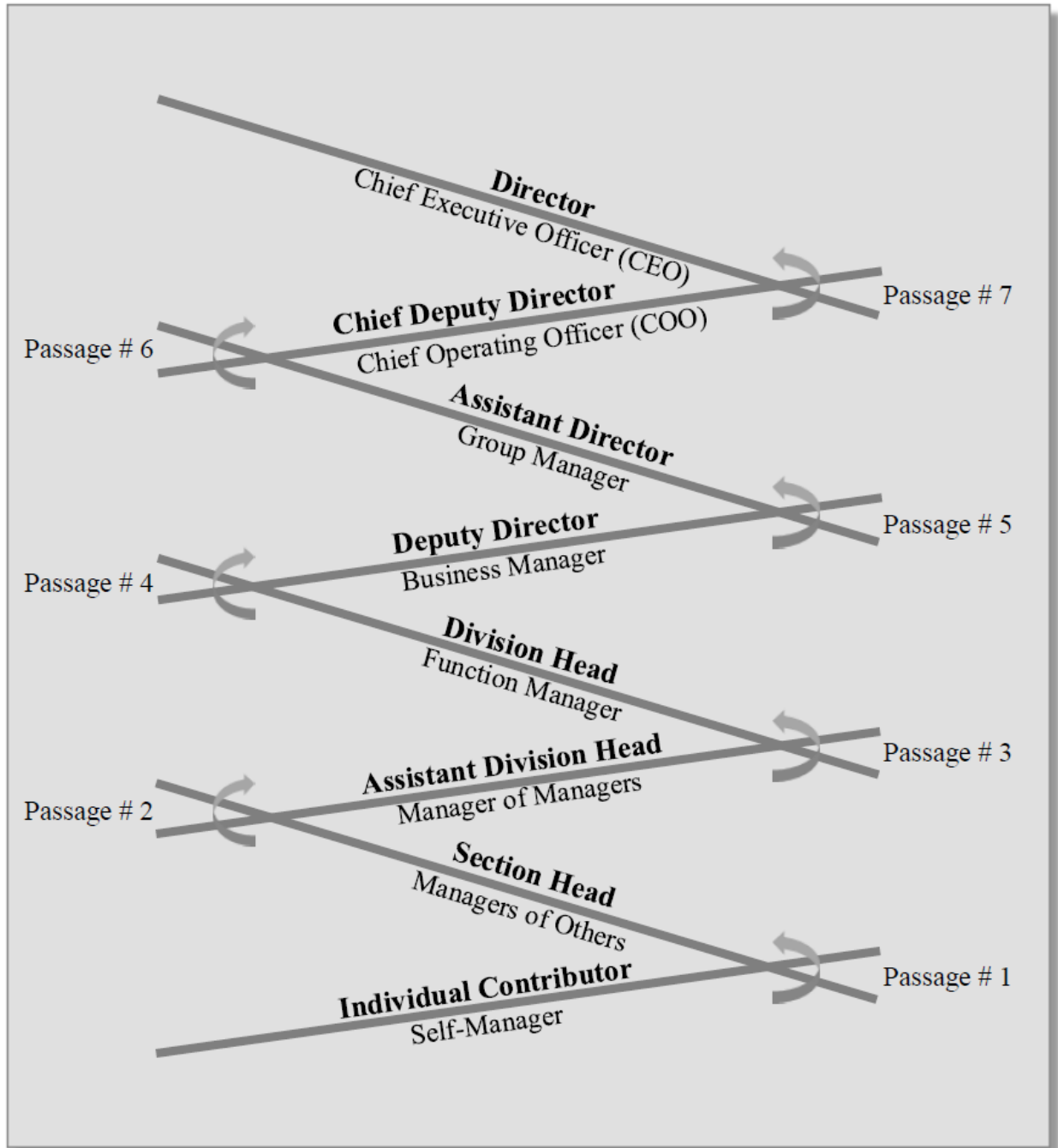
The leadership passages² are:

- From managing self to managing others
- From managing others to managing managers
- From managing managers to managing a Function
- From managing a function to managing a Business
- From managing a business to managing a group of businesses
- From managing a group to Chief Operating Officer
- From Chief Operating Officer to overseeing the enterprise

² The Leadership Pipeline – How to Build the Leadership Powered Company by Ram Charan, Steve Drotter, Jim Noel – 2011 pg. 8

Leadership Passages

Each Passage³ is marked by changes in skills, time application and work values.



³ The Performance Pipeline – Getting the Right Performance at Every Level of Leadership by Stephen Drotter – 2011 pg. 13 and The Leadership Pipeline – How to Build the Leadership Powered Company by Ram Charan, Steve Drotter, and Jim Noel – 2011 pg. 8

Shifts in Work Values

As leaders progress through the various passages, they need to shift what they value and, as a result, their focus. Successful Managers of Others must shift from valuing their own personal productivity to valuing team productivity. They need to spend more time helping others accomplish things instead of focusing on their individual accomplishments.

The next table lists the shifts in work values that must be made when transitioning from one leadership level to the next within Public Works.

Leadership Pipeline 2.0

Shift in Work Values	
Director (Chief Executive Officer)	<ol style="list-style-type: none"> 1. From implementing enterprise strategy to defining and setting a culture that promotes customer service excellence and values public trust 2. From valuing the enterprise to focusing on the Board of Supervisors and other external strategic relationships critical for enterprise success
Chief Deputy Director (Chief Operating Officer)	<ol style="list-style-type: none"> 1. From cross-business strategy and results to enterprise strategy and results 2. From valuing all businesses to valuing the enterprise
Assistant Director (Group Manager)	<ol style="list-style-type: none"> 1. From cross-functional results to cross-business results 2. From Business Plans to enterprise Strategic Plan 3. From valuing all divisions to valuing all businesses
Deputy Director (Business Manager)	<ol style="list-style-type: none"> 1. From division results to cross-functional results 2. From Functional Operational Plans to Business Plan 3. From valuing one division to valuing all divisions
Division Head (Function Manager)	<ol style="list-style-type: none"> 1. From section results to division results 2. From section work plans to Functional Operational Plan 3. From valuing own team to valuing entire division
Assistant Division Head (Manager of Managers)	<ol style="list-style-type: none"> 1. From results through others to results through managers of others 2. From work planning and task management to operational planning 3. From productivity through team collaboration to productivity through division integration
Section Head/Superintendent (Manager of Others)	<ol style="list-style-type: none"> 1. From results through personal effort to results through other individuals 2. From personal productivity to team productivity 3. From working as team member to building and leading an effective team

- Strategy/Plans
- Results
- Values

Performance Expectations by Level

Leadership Pipeline *the Public Works* way provides performance expectations for each of the following seven levels of leadership:

- Director (Chief Executive Officer)
- Chief Deputy Director (Chief Operating Officer)
- Assistant Director (Group Manager)
- Deputy Director (Business Manager)
- Division Head (Function Manager)
- Assistant Division Head (Manager of Managers)
- Section Head/Superintendent (Manager of Others)

In addition to the level-specific performance expectations, managers at all levels have fundamental common basic leadership expectations. These are delineated in a separate worksheet labeled “Managers – Common Expectations.”

Expectations are greater as leaders take on more responsibility and move up the leadership ladder. For example, the Chief Executive Officer sets the organizational strategy and builds the executive team, while the Chief Operating Officer leads the executive team to deliver the organizational strategy.

Performance expectations within Public Works are listed in the tables that follow.

Director (Chief Executive Officer)

Performance Expectations

SHIFT IN WORK VALUES

1. From implementing enterprise strategy to defining and setting a culture that promotes customer service excellence and values public trust
2. From valuing the enterprise to focusing on the Board of Supervisors and other external strategic relationships critical for enterprise success

Results	Full Performance
---------	------------------

BUSINESS RESULTS

- | | |
|--|--|
| <ol style="list-style-type: none">1. Enterprise success through financial viability and customer value2. Public trust | <ol style="list-style-type: none">1. Articulate and drive sustainable short- and long-term enterprise objectives that deliver high customer value2. Ensure highest level of employee commitment to public service as demonstrated by high customer satisfaction |
|--|--|

MANAGEMENT

Strategic direction

- Establish and drive the Enterprise Vision and Mission

LEADERSHIP

- | | |
|--|---|
| <ol style="list-style-type: none">1. Culture of excellence and responsibility2. Succession plan3. High performing Executive Team | <ol style="list-style-type: none">1. Inspire a sense of purpose for all employees in the organization2. Develop a sustainable enterprise structure with clear succession strategy3. Build an Executive Team and an enterprise organization structure aligned to deliver organizational strategy |
|--|---|

RELATIONSHIPS

Upward:

Board of Supervisors

- Be visible and available to the Board, and be flexible (timely, proactive, and aligned)

Inward:

Senior executives

Direct reports

Cross-enterprise alliances

- Ensure a culture of accountability to accomplish Board and enterprise priorities

Outward:

Public agencies (including regulatory)

Communities

Strategic alliances

- Create and maintain effective partnerships with strategic stakeholders at the executive level

INNOVATION

Culture of innovation

- Set a climate that encourages learning and experimentation to further improve public service

Chief Deputy Director (Chief Operating Officer)

Performance Expectations

SHIFT IN WORK VALUES

1. From cross-business strategy and results to enterprise strategy and results
2. From valuing all businesses to valuing the enterprise

Results

Full Performance

BUSINESS RESULTS

1. Enterprise success through financial viability and customer value
2. Public trust

1. Articulate and drive sustainable short- and long-term enterprise objectives that deliver the Director's priorities
2. Ensure highest level of employee commitment to public service as demonstrated by high customer satisfaction

MANAGEMENT

Strategic direction implementation

- Drive the Enterprise Strategic Plan (Vision, Mission, and Values) through Assistant Directors and Deputy Directors

LEADERSHIP

1. Culture of excellence and responsibility
2. Pipeline implementation/integration
3. Succession plan
4. High performing Executive Team

1. Provide purpose for all employees in the organization
2. Demonstrate and ensure all businesses implement Leadership Pipeline principles
3. Implement a sustainable enterprise structure with clear succession strategy
4. Lead the Executive Team to deliver organizational strategy

RELATIONSHIPS

Upward:

Director

- Aligned with and responsive to the Director

Inward:

Senior executives

Direct reports

Cross-enterprise alliances

- Ensure relevance of employees' work to accomplish Director's priorities

Outward:

Board Deputies

Public agencies (including regulatory)

Communities

Strategic alliances

- Support the Director in creating and maintaining effective partnerships with strategic stakeholders at the executive level

INNOVATION

- Drive and reinforce innovation

Assistant Director (Group Manager)

Performance Expectations

SHIFT IN WORK VALUES

1. From cross-functional results to cross-business results
2. From Business Plans to enterprise Strategic Plan
3. From valuing all divisions to valuing all businesses

Results	Full Performance
BUSINESS RESULTS	
<ol style="list-style-type: none"> 1. Strategic Plan 2. Financial viability of all funds 3. Enterprise stakeholder value 	<ol style="list-style-type: none"> 1. Strategic Plan built on sound financial, political and industry knowledge 2. Consistently meet financial viability targets 3. Deliver stakeholder value through business integration
MANAGEMENT	
<ol style="list-style-type: none"> 1. Strategic Plan 2. Enterprise policies support the “Immune System” 	<ol style="list-style-type: none"> 1. Business Plans fully support enterprise Strategic Plan 2. Develop and implement enterprise policies to enable early warning
LEADERSHIP	
<ol style="list-style-type: none"> 1. Enterprise strategy implementation 2. Pipeline implementation/integration 3. Business management succession 4. High performing teams throughout the enterprise 	<ol style="list-style-type: none"> 1. All employees understand and support strategy 2. Demonstrate and ensure all businesses implement Leadership Pipeline principles 3. Implement a sustainable group structure with clear succession strategy 4. Demonstrate and ensure a culture of accountability, cross-business collaboration and results through integrated service delivery
RELATIONSHIPS	

Upward:

Director/Chief Deputy Director

- Aligned with and responsive to the Director/Chief Deputy Director

Inward:

Peers
 Direct reports
 Cross-enterprise alliances

- Cross-business collaboration
- Advocate, coach and hold Deputy Directors accountable
- Remove obstacles that might jeopardize alignment with enterprise priorities

Outward:

Board Deputies
 Public agencies (including regulatory)
 Communities
 Strategic alliances

- Provide backup representation for the Director/Chief Deputy Director
- Develop and maintain cross-business relationships at the executive level

INNOVATION

Culture of innovation/improvement

- Challenge status quo throughout the organization to improve customer service

Deputy Director (Business Manager)

Performance Expectations

SHIFT IN WORK VALUES

1. From division results to cross-functional results
2. From Functional Operational Plans to Business Plan
3. From valuing one division to valuing all divisions

Results

Full Performance

BUSINESS RESULTS

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Business Plan 2. Business centers of excellence 3. Business success through financial viability and customer value | <ol style="list-style-type: none"> 1. Business Plan built on sound financial, political and industry knowledge 2. Industry recognized 3. Deliver value proposition that anticipates and meets customer and enterprise needs |
|---|--|

MANAGEMENT

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Business Plan

 2. "Immune System" | <ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> • Develop and implement a Business Plan (operational, financial, and resources) aligned with enterprise strategy • Define service standards for excellent customer service 2. Full compliance with policies and internal controls |
|---|---|

LEADERSHIP

1. Business Plan implementation
2. Pipeline implementation/integration
3. Division management succession
4. High performing teams

1. All employees understand and support the Business Plan
2. Demonstrate and ensure all divisions implement Leadership Pipeline principles
3. Implement a sustainable business structure with clear succession strategy
4. Demonstrate and ensure a culture of accountability and collaboration

RELATIONSHIPS

Upward:

Director/Chief Deputy Director/Assistant Director

- Aligned with and responsive to Director/Chief Deputy Director/Assistant Director

Inward:

Peers

Direct reports

Cross-enterprise alliances

- Model and reinforce horizontal and vertical collaboration
- Innovative solutions meet competing demands for resources

Outward:

Board Deputies

Public agencies (including regulatory)

Communities

Strategic alliances with business partners

- Provide backup for Director/Chief Deputy Director/Assistant Director within the line of business
- Build and maintain relationships with counterparts in the business to support the Enterprise Mission

INNOVATION

Culture of innovation/improvement

- Collaborative innovation across multiple businesses
- Enhanced customer service, reduced costs, and improved safety

Division Head (Function Manager)

Performance Expectations

Shift in Work Values

1. From section results to division results
2. From section work plans to Functional Operational Plan
3. From valuing own team to valuing entire division

Results

Full Performance

BUSINESS RESULTS

1. Functional Operational Plan
2. Customer service/satisfaction

1.
 - Operational Plans support overall business objectives
 - Deliver the Business Plan through collaboration with other divisions
2. Create a culture of customer service excellence as defined in the Business Plan

MANAGEMENT

1. Functional Operational Plan
2. Operational standards

1. Business and Functional Operational Plans executed on time, on budget, to specified quality levels
2. Establish, communicate, guide and monitor standards that ensure a high performing division

LEADERSHIP

Revised: September 10, 2020

1. Functional Operational Plan implementation
 1. • Employees understand the significance of their role in support of the Business and Functional Operational Plans
 - Employees are capable, motivated and accomplish operational objectives
2. Cross-functional teamwork
 2. Teams collaborate effectively within and across division boundaries

RELATIONSHIPS

Upward:

Deputy Director

- Aligned with and responsive to the Deputy Director

Inward:

Peers
Direct reports
Cross-enterprise alliances

- Collaborate and build relationships at all levels
- Focus on business success; share information, ideas and resources with other divisions
- Teams are committed to business success

Outward:

Public agencies (including regulatory)
Communities

- Relationships enable favorable treatment and early warning
- In-depth knowledge of community needs

INNOVATION

Culture of innovation/improvement

- Implement industry best practices into division operations
- Innovation aligned with Business and Functional Operational Plans

Assistant Division Head (Manager of Managers)

Performance Expectations

SHIFT IN WORK VALUES

1. From results through others to results through managers of others
2. From work planning and task management to operational planning
3. From productivity through team collaboration to productivity through division integration

Results	Full Performance
---------	------------------

BUSINESS RESULTS

- | | |
|----------------------------------|---|
| 1. Program delivery | 1. Deliver all programs on budget and on time |
| 2. Resource management | 2. Resource allocation decisions based on priorities and required results |
| 3. Customer service/satisfaction | 3. Customer service meets or exceeds standards in the Business and Functional Operational Plans |

MANAGEMENT

- | | |
|---|---|
| 1. Functional Operational Plan implementation | 1. Plan implemented effectively through managers |
| 2. Operational planning/effectiveness | 2. Right processes, resources and systems in place to deliver results |

LEADERSHIP

1. Communicate Vision and purpose
2. Information flow

1. Division members understand and support Enterprise Strategy, Vision and purpose
2. Teams collaborate effectively within and across division boundaries

RELATIONSHIPS

Upward:

Division Head

- Aligned with and responsive to the Division Head

Inward:

Division Heads and peers

Direct reports

- Information shared with peers and across divisions
- Full cooperation and collaboration

Outward:

Public agencies (including regulatory)

Communities

- Relationships enable favorable treatment and early warning
- In-depth knowledge of community needs

INNOVATION

Work climate promotes innovation/improvement

- Identify and implement innovative solutions aligned with the Functional Operational Plan

Section Head / Superintendent (Manager of Others)

Performance Expectations

SHIFT IN WORK VALUES

1. From results through personal effort to results through other individuals
2. From personal productivity to team productivity
3. From working as a team member to building and leading an effective team

Results

Full Performance

BUSINESS RESULTS

Project/service delivery

- Plan, schedule, and effectively deliver projects and services to quality standards on budget and on time

Customer service/satisfaction

- Customer service meets or exceeds standards in the Business and Functional Operational Plans and is responsive to emergent situations

MANAGEMENT

Functional Operational Plan

Implementation

- Deliver the Functional Operational Plan through effective staff and resource management
- Implement and maintain an effective safety program
- Assess, address, or escalate conditions that may endanger public safety

LEADERSHIP

Work aligned with Vision and purpose

- Team members understand and support Enterprise Strategy, Vision and purpose

RELATIONSHIPS

Upward:

Division Head/Assistant Division Head

- Aligned with and responsive to the chain of command

Inward:

Peers
Direct reports

- Build and maintain effective working relationships at all levels

Outward:

Board Deputies
Communities
Public Agencies (including regulatory)

- Effective working relationship with Board Deputies, including Field Deputies
- Responsive to community needs and concerns
- Effective coordination of construction and maintenance activities with other agencies, private organizations, and the public; relationships enable favorable treatment and early warning

INNOVATION

Work climate promotes innovation/improvement

- Explore, recommend, and implement innovative solutions aligned with the Functional Operational Plan

Managers	
Common Expectations	
Results	Full Performance

BUSINESS RESULTS

1. Work/strategy alignment
2. Customer service/satisfaction

1. Results are aligned with enterprise strategies
2. Service delivery meets or exceeds customer expectations

MANAGEMENT

1. Risk management
2. Organizational effectiveness

1. Anticipate, recognize and mitigate risks
2.
 - Work prioritization aligned with enterprise priorities
 - Time management supports priorities
 - Compliance with established policies, processes and procedures

LEADERSHIP

1. Clarity of purpose
2. High performing, motivated employees/teams

RELATIONSHIPS

Upward

Inward

Outward

INNOVATION

Work climate promotes innovation/improvement

1.
 - Ensure employees understand the relationship between work plans, Functional Operational Plans, Business Plans and Strategic Plan
 - Connect how daily work delivers enterprise outcomes
 2.
 - Lead by example
 - Coach, train and develop employees
 - Manage performance through recognition, timely feedback and regular reviews
 - Hold people accountable
- Build and maintain effective working relationships at all levels
 - Seek opportunities to innovate/change to improve customer value

Leadership Pipeline Alignment

Pipeline Alignment reflects the progression of responsibility in the areas of Business, Management, Leadership, Relationships, and Innovation. It spells out level-specific expectations and responsibilities that enable leaders to clearly know:

- What is expected of them
- What they can expect from managers above them
- What is expected from managers below them

Leadership Pipeline Alignment

Business Results		
	Results	Full Performance
Director (Chief Executive Officer)	<ol style="list-style-type: none"> 1. Enterprise success through financial viability and customer value 2. Public trust 	<ol style="list-style-type: none"> 1. Articulate and drive sustainable short- and long-term enterprise objectives that deliver high customer value 2. Ensure highest level of employee commitment to public service as demonstrated by high customer satisfaction
Chief Deputy Director (Chief Operating Officer)	<ol style="list-style-type: none"> 1. Enterprise success through financial viability and customer value 2. Public trust 	<ol style="list-style-type: none"> 1. Articulate and drive sustainable short- and long-term enterprise objectives that deliver the Director's priorities 2. Ensure highest level of employee commitment to public service as demonstrated by high customer satisfaction
Assistant Director (Group Manager)	<ol style="list-style-type: none"> 1. Strategic Plan 2. Financial viability of all funds 3. Enterprise stakeholder value 	<ol style="list-style-type: none"> 1. Strategic Plan built on sound financial, political and industry knowledge 2. Consistently meet financial viability targets 3. Deliver stakeholder value through business integration
Deputy Director (Business Manager)	<ol style="list-style-type: none"> 1. Business Plan 2. Business centers of excellence 3. Business success through financial viability and customer value 	<ol style="list-style-type: none"> 1. Business Plan built on sound financial, political and industry knowledge 2. Industry recognized 3. Deliver value proposition that anticipates and meets customer and enterprise needs
Division Head (Function Manager)	<ol style="list-style-type: none"> 1. Functional Operational Plan 2. Customer service/satisfaction 	<ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> • Operational Plans support overall business objectives • Deliver the Business Plan through collaboration with other divisions 2. Create a culture of customer service excellence as defined in the Business Plan
Assistant Division Head (Manager of Managers)	<ol style="list-style-type: none"> 1. Program delivery 2. Resource management 3. Customer service/satisfaction 	<ol style="list-style-type: none"> 1. Deliver all programs on budget and on time 2. Resource allocation decisions based on priorities and required results 3. Customer service meets or exceeds standards in the Business and Functional Operational Plans
Section Head/ Superintendent (Manager of Others)	<ol style="list-style-type: none"> 1. Project/service delivery 2. Customer service/satisfaction 	<ol style="list-style-type: none"> 1. Plan, schedule, and effectively deliver projects and services to quality standards on budget and on time 2. Customer service meets or exceeds standards in the Business and Functional Operational Plans and is responsive to emergent situations

Managers (Common Expectations)	<ol style="list-style-type: none"> 1. Work/strategy alignment 2. Customer service/satisfaction 	<ol style="list-style-type: none"> 1. Results are aligned with enterprise strategies 2. Service delivery meets or exceeds customer expectations
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Leadership Pipeline Alignment

Management		
	Results	Full Performance
Director (Chief Executive Officer)	Strategic direction	<ul style="list-style-type: none"> • Establish and drive the Enterprise Vision and Mission
Chief Deputy Director (Chief Operating Officer)	Strategic direction implementation	<ul style="list-style-type: none"> • Drive the Enterprise Strategic Plan (Vision, Mission, and Values) through Assistant Directors and Deputy Directors
Assistant Director (Group Manager)	<ol style="list-style-type: none"> 1. Strategic Plan 2. Enterprise policies support the "Immune System" 	<ol style="list-style-type: none"> 1. Business Plans fully support enterprise Strategic Plan 2. Develop and implement enterprise policies to enable early warning
Deputy Director (Business Manager)	<ol style="list-style-type: none"> 1. Business Plan 2. "Immune System" 	<ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> • Develop and implement a Business Plan (operational, financial, and resources) aligned with enterprise strategy • Define service standards for excellent customer service 2. Full compliance with policies and internal controls
Division Head (Function Manager)	<ol style="list-style-type: none"> 1. Functional Operational Plan 2. Operational standards 	<ol style="list-style-type: none"> 1. Business and Functional Operational Plans executed on time, on budget, to specified quality levels 2. Establish, communicate, guide and monitor standards that ensure a high performing division
Assistant Division Head (Manager of Managers)	<ol style="list-style-type: none"> 1. Functional Operational Plan implementation 2. Operational planning/effectiveness 	<ol style="list-style-type: none"> 1. Plan implemented effectively through managers 2. Right processes, resources and systems in place to deliver results
Section Head/ Superintendent (Manager of Others)	Functional Operational Plan Implementation	<ul style="list-style-type: none"> • Deliver the Functional Operational Plan through effective staff and resource management • Implement and maintain an effective safety program • Assess, address, or escalate conditions that may endanger public safety

Management

	Results	Full Performance
Managers (Common Expectations)	<ol style="list-style-type: none"> 1. Risk management 2. Organizational effectiveness 	<ol style="list-style-type: none"> 1. Anticipate, recognize and mitigate risks 2. <ul style="list-style-type: none"> • Work prioritization aligned with enterprise priorities • Time management supports priorities • Compliance with established policies, processes and procedures

Leadership Pipeline Alignment

Leadership

	Results	Full Performance
Director (Chief Executive Officer)	<ol style="list-style-type: none"> 1. Culture of excellence and responsibility 2. Succession plan 3. High performing Executive Team 	<ol style="list-style-type: none"> 1. Inspire a sense of purpose for all employees in the organization 2. Develop a sustainable enterprise structure with clear succession strategy 3. Build an Executive Team and an enterprise organization structure aligned to deliver organizational strategy
Chief Deputy Director (Chief Operating Officer)	<ol style="list-style-type: none"> 1. Culture of excellence and responsibility 2. Pipeline implementation/ integration 3. Succession plan 4. High performing Executive Team 	<ol style="list-style-type: none"> 1. Provide purpose for all employees in the organization 2. Demonstrate and ensure all businesses implement Leadership Pipeline principles 3. Implement a sustainable enterprise structure with clear succession strategy 4. Lead the Executive Team to deliver organizational strategy
Assistant Director (Group Manager)	<ol style="list-style-type: none"> 1. Enterprise strategy implementation 2. Pipeline implementation/ integration 3. Business management succession 4. High performing teams throughout the enterprise 	<ol style="list-style-type: none"> 1. All employees understand and support strategy 2. Demonstrate and ensure all businesses implement Leadership Pipeline principles 3. Implement a sustainable group structure with clear succession strategy 4. Demonstrate and ensure a culture of accountability, cross-business collaboration and results through integrated service delivery
Deputy Director (Business Manager)	<ol style="list-style-type: none"> 1. Business Plan implementation 2. Pipeline implementation/ integration 3. Division management succession 4. High performing teams 	<ol style="list-style-type: none"> 1. All employees understand and support the Business Plan 2. Demonstrate and ensure all divisions implement Leadership Pipeline principles 3. Implement a sustainable business structure with clear succession strategy 4. Demonstrate and ensure a culture of accountability and collaboration

Leadership

	Results	Full Performance
Division Head (Function Manager)	<ol style="list-style-type: none"> 1. Functional Operational Plan implementation 2. Cross-functional teamwork 	<ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> • Employees understand the significance of their role in support of the Business and Functional Operational Plans • Employees are capable, motivated and accomplish operational objectives 2. Teams collaborate effectively within and across division boundaries
Assistant Division Head (Manager of Managers)	<ol style="list-style-type: none"> 1. Communicate Vision and purpose 2. Information flow 	<ol style="list-style-type: none"> 1. Division members understand and support Enterprise Strategy, Vision and purpose 2. Teams collaborate effectively within and across division boundaries
Section Head/ Superintendent (Manager of Others)	Work aligned with Vision and purpose	<ul style="list-style-type: none"> • Team members understand and support Enterprise Strategic Plan, Vision and purpose
Managers (Common Expectations)	<ol style="list-style-type: none"> 1. Clarity of purpose 2. High performing, motivated employees/teams 	<ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> • Ensure employees understand the relationship between work plans, Functional Operational Plans, Business Plans and Strategic Plan • Connect how daily work delivers enterprise outcomes 2. <ul style="list-style-type: none"> • Lead by example • Coach, train and develop employees • Manage performance through recognition, timely feedback and regular reviews • Hold people accountable

Leadership Pipeline Alignment

Relationships		
	Results	Full Performance
Director (Chief Executive Officer)	<p><u>Upward:</u> Board of Supervisors</p> <p><u>Inward:</u> Senior executives Direct reports Cross-enterprise alliances</p> <p><u>Outward:</u> Public agencies (including regulatory) Communities Strategic alliances</p>	<ul style="list-style-type: none"> • Be visible and available to the Board, and be flexible (timely, proactive, and aligned) • Ensure a culture of accountability to accomplish Board and enterprise priorities • Create and maintain effective partnerships with strategic stakeholders at the executive level
Chief Deputy Director (Chief Operating Officer)	<p><u>Upward:</u> Director</p> <p><u>Inward:</u> Senior executives Direct reports Cross-enterprise alliances</p> <p><u>Outward:</u> Board Deputies Public agencies (including regulatory) Communities Strategic alliances</p>	<ul style="list-style-type: none"> • Aligned with and responsive to the Director • Ensure relevance of employees' work to accomplish Director's priorities • Support the Director in creating and maintaining effective partnerships with strategic stakeholders at the executive level
Assistant Director (Group Manager)	<p><u>Upward:</u> Director/Chief Deputy Director</p> <p><u>Inward:</u> Peers Direct reports Cross-enterprise alliances</p> <p><u>Outward:</u> Board Deputies Public agencies (including regulatory) Communities Strategic alliances</p>	<ul style="list-style-type: none"> • Aligned with and responsive to the Director/Chief Deputy Director • Cross-business collaboration • Advocate, coach and hold Deputy Directors accountable • Remove obstacles that might jeopardize alignment with enterprise priorities • Provide backup representation for the Director/Chief Deputy Director • Develop and maintain cross-business relationships at the executive level

Relationships

	Results	Full Performance
Deputy Director (Business Manager)	<p><u>Upward:</u> Director/Chief Deputy Director/Assistant Director</p> <p><u>Inward:</u> Peers Direct reports Cross-enterprise alliances</p> <p><u>Outward:</u> Board Deputies Public agencies (including regulatory communities) Strategic alliances with business partners</p>	<ul style="list-style-type: none"> • Aligned with and responsive to Director/Chief Deputy Director/Assistant Director • Model and reinforce horizontal and vertical collaboration • Innovative solutions meet competing demands for resources • Provide backup for Director/Chief Deputy Director/Assistant Director within the line of business • Build and maintain relationships with counterparts in the business to support the Enterprise Mission
Division Head (Function Manager)	<p><u>Upward:</u> Deputy Director</p> <p><u>Inward:</u> Peers Direct reports Cross-enterprise alliances</p> <p><u>Outward:</u> Public agencies (including regulatory communities)</p>	<ul style="list-style-type: none"> • Aligned with and responsive to the Deputy Director • Collaborate and build relationships at all levels • Focus on business success; share information, ideas and resources with other divisions • Teams are committed to business success • Relationships enable favorable treatment and early warning • In-depth knowledge of community needs
Assistant Division Head (Manager of Managers)	<p><u>Upward:</u> Division Head</p> <p><u>Inward:</u> Division Heads and peers Direct reports</p> <p><u>Outward:</u> Public agencies (including regulatory communities)</p>	<ul style="list-style-type: none"> • Aligned with and responsive to the Division Head • Information shared with peers and across divisions • Full cooperation and collaboration • Relationships enable favorable treatment and early warning • In-depth knowledge of community needs

Relationships

	Results	Full Performance
Section Head/ Superintendent (Manager of Others)	<p><u>Upward:</u> Division Head/Assistant Division Head</p> <p><u>Inward:</u> Peers Direct reports</p> <p><u>Outward:</u> Board Deputies Communities Public Agencies (including regulatory)</p>	<ul style="list-style-type: none"> • Aligned with and responsive to the chain of command • Build and maintain effective working relationships at all levels • Effective working relationship with Board Deputies, including Field Deputies • Responsive to community needs and concerns • Effective coordination of construction and maintenance activities with other agencies, private organizations, and the public; relationships enable favorable treatment and early warning
Managers (Common Expectations)	<p><u>Upward</u> <u>Inward</u> <u>Outward</u></p>	<ul style="list-style-type: none"> • Build and maintain effective working relationships at all levels

Leadership Pipeline Alignment

Innovation

	Results	Full Performance
Director (Chief Executive Officer)	Culture of innovation	<ul style="list-style-type: none"> • Set a climate that encourages learning and experimentation to further improve public service
Chief Deputy Director (Chief Operating Officer)	Culture of innovation	<ul style="list-style-type: none"> • Drive and reinforce innovation
Assistant Director (Group Manager)	Culture of innovation/improvement	<ul style="list-style-type: none"> • Challenge status quo throughout the organization to improve customer service
Deputy Director (Business Manager)	Culture of innovation/improvement	<ul style="list-style-type: none"> • Collaborative innovation across multiple businesses • Enhanced customer service, reduced costs and improved safety
Division Head (Function Manager)	Culture of innovation/improvement	<ul style="list-style-type: none"> • Implement industry best practices into division operations • Innovation aligned with Business and Functional Operational Plans

Revised: September 10, 2020

Assistant Division Head (Manager of Managers)	Work climate promotes innovation/improvement	<ul style="list-style-type: none"> Identify and implement innovative solutions aligned with the Functional Operational Plan
Section Head/ Superintendent (Manager of Others)	Work climate promotes innovation/improvement	<ul style="list-style-type: none"> Explore, recommend, and implement innovative solutions aligned with the Functional Operational Plan
Managers (Common Expectations)	Work climate promotes innovation/improvement	<ul style="list-style-type: none"> Seek opportunities to innovate/change to improve customer value

Department of Human Resources Leadership Competency and Pipeline Alignment

Department of Human Resources (DHR) uses a model of leadership competencies to evaluate managers (regardless of their level) and assess their readiness for assuming the next level. Leadership Pipeline complements *DHR's Leadership Competency*⁴ model by providing level-specific performance expectations.

The following table groups *DHR's Leadership Competencies* under the five result areas of Leadership Pipeline.

- Business Results
- Management
- Leadership
- Relationships
- Innovation

⁴ County of Los Angeles Department of Human Resources – Leadership Development 2017 Guide

PIPELINE AND DHR LEADERSHIP COMPETENCY ALIGNMENT CHART

BUSINESS RESULTS

- **Customer Service** – Balancing interests of a variety of clients, readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services.
- **Financial Management** – Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.
- **Public Service Motivation** – Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

MANAGEMENT

- **Continual Learning** – Grasps the essence of new information; masters new technical and business knowledge; recognizes his/her strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.
- **Flexibility** – Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
- **Human Resources Management** – Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.
- **Integrity/Honesty** – Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.
- **Managing Change** – Initiates and guides the planning, implementation, and evaluation of the change process. Creates a comprehensive roadmap prior to implementing a major change initiative. Anticipates and addresses risks and structural, procedural, or social barriers to change. Facilitates buy-in and involvement among appropriate stakeholders, and communicates regularly throughout the change process.
- **Oral Communication** – Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.
- **Problem Solving** – Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

MANAGEMENT (continued)

- **Project Management** – Establishes clear project scope and feasible project timelines. Realistically evaluates costs and availability of necessary resources. Uses appropriate metrics for assessing progress and completion. Clarifies roles and responsibilities and maintains proactive communication with stakeholders.
- **Strategic Thinking** – Formulates effective strategies consistent with the business and competitive strategy of a service organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.
- **Technology Management** – Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization.
- **Vision** – Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.
- **Written Communication** – Expresses facts and ideas in writing in a clear, convincing and organized manner.

LEADERSHIP

- **Accountability** – Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.
- **Conflict Management** – Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.
- **Data Fluency** – Identifies appropriate data needed to address a problem. Ensures data is accurate, reliable, timely, and comprehensive. Leverages available data to guide decision making. Identifies patterns, trends, and their implications. Facilitates the collection of data to measure the effectiveness of processes, products, or services.
- **Decisiveness** – Exercises good judgment by making sound and well informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.
- **Leveraging Diversity** – Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.
- **Professional Expertise** – Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise.
- **Resilience** – Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

RELATIONSHIPS

- **Customer Service** – Balancing interests of a variety of clients, readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services.
- **External Awareness** – Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to deliver highly effective programs and services to meet the needs of the public.
- **Influencing/Negotiating** – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.
- **Interpersonal Skills** – Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.
- **Partnering** – Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.
- **Political Savvy** – Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.
- **Team Building** – Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

INNOVATION

- **Creativity/Innovation** – Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.
- **Entrepreneurship** – Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.
- **Managing Change** – Initiates and guides the planning, implementation, and evaluation of the change process. Creates a comprehensive roadmap prior to implementing a major change initiative. Anticipates and addresses risks and structural, procedural, or social barriers to change. Facilitates buy-in and involvement among appropriate stakeholders, and communicates regularly throughout the change process.

Glossary of Terms

The Leadership Pipeline model originated in the private sector where corporations gauge success by the amount of profit they make. As a nonprofit organization in the public sector, instead of profit, we focus on gaining public trust.

In adopting the model for Public Works, some of the concepts were modified to better fit over business structure.

LEADERSHIP PIPELINE GLOSSARY OF TERMS

Terms Used in *The Leadership Pipeline*⁵ Adapted to Public Works

<i>The Leadership Pipeline</i>	Public Works
Corporate	Enterprise
Business	Core Service Area (CSA)
Function	Division
Sub-function	Section
Board of Directors	Board of Supervisors/County CEO
Chief Executive Officer (CEO)	Director
Chief Operating Officer (COO)	Chief Deputy Director
Group Manager	Assistant Director
Business Manager	Deputy Director/CFO/CIO
Function Manager	Division Head/Group Head
Manager of Managers	Assistant Division Head
Manager of Others	Section Head/Superintendent
Growth	Sustainability
Profit	Public trust or financial viability
Market	Industry
Competitive advantage	Customer value
Immune System	Internal controls (financial, HR, safety, risk)

⁵ The Leadership Pipeline – How to Build the Leadership Powered Company by Ram Charan, Steve Drotter, and Jim Noel (2011)

PIPELINE LEADERSHIP RESPONSIBILITIES

Level	Responsibilities
Chief Executive Officer	<ul style="list-style-type: none"> • Sets enterprise strategic direction and defines enterprise leadership goals and objectives • Builds a strong succession planning culture that delivers outstanding customer service • Models Leadership Pipeline behavior • Establishes leadership goals and objectives for Chief Operating Officer • Works one-on-one with Chief Operating Officer to meet strategic objectives
Chief Operating Officer	<ul style="list-style-type: none"> • Develops leadership strategy to accomplish the enterprise objectives • Ensures the organization implements Leadership Pipeline strategies and succession planning at all levels • Monitors the progress of Group Manager to determine potential enterprise-wide issues and redirects when necessary • Reports implementation progress to Chief Executive Officer • Models Leadership Pipeline behavior • Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Group Manager • Works one-on-one with Group Manager to ensure alignment with strategic objectives
Group Manager	<ul style="list-style-type: none"> • Ensures the group implements Leadership Pipeline and succession planning at all levels • Monitors the progress of each Business Manager to determine potential enterprise-wide issues and redirects when necessary • Reports implementation progress to Chief Operating Officer • Models Leadership Pipeline behavior • Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Business Managers • Works one-on-one with each Business Manager to ensure alignment with strategic objectives

Pipeline Leadership Responsibilities

Level	Responsibilities
Business Manager	<ul style="list-style-type: none"> • Drives Leadership Pipeline and succession planning operations • Assesses progress and redirects when necessary; provides feedback to Group Manager • Models Leadership Pipeline behavior • Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Function Managers • Works one-on-one with each Function Manager to ensure alignment with strategic objectives
Function Manager	<ul style="list-style-type: none"> • Implements Leadership Pipeline division-wide through other managers • Assesses progress and provides feedback to Business Manager • Models Leadership Pipeline behavior • Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Managers of Managers • Works one-on-one with each Manager of Managers to ensure alignment with strategic objectives
Manager of Managers	<ul style="list-style-type: none"> • Supports Leadership Pipeline implementation division-wide through other managers • Assesses progress and provides feedback to Function Manager • Models Leadership Pipeline behavior • Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Managers of Others • Works one-on-one with each Manager of Others to ensure alignment with strategic objectives
Manager of Others	<ul style="list-style-type: none"> • Supports Leadership Pipeline implementation for the section/field office • Assesses progress and provides feedback to Manager of Managers • Models Leadership Pipeline behavior
Manager of Self	<ul style="list-style-type: none"> • Learns and observes Leadership Pipeline Shifts as necessary for leadership development

LEADERSHIP PIPELINE IMPLEMENTATION PROCESS

Implementation Roles

During implementation of the Leadership Pipeline Process, most managers play multiple roles. They receive guidance from managers above them, and they provide guidance for managers below them.

It is the role of all managers to describe the enterprise strategic direction to their team members. They must “connect the dots” for all employees at all levels to demonstrate how their work helps accomplish the overall mission of the organization.

Managers also provide ongoing leadership implementation direction and support to their direct reports.