

## **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*<sup>5</sup> Adapted to Public Works

<i><b>The Leadership Pipeline</b></i>	<b>Public Works</b>
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)

<sup>5</sup> The Leadership Pipeline – How to Build the Leadership Powered Company by Ram Charan, Steve Drotter, and Jim Noel -2011)