

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