Strategic Leadership Pathway (SLP) – The Big Picture

Leader Levels

Level 1	Level 2	Level 3	Level 4	Level 5
Personal Leadership	*Manage Others*	*Manage Managers*	*Manage Function, Department*	*Manage Departments*
Key Skills				
- Technical knowledge - Accountability & initiative - Self-management	- Building, motivating strong teams - Budgeting - Organizing & delegating	- Resource allocation - Coaching - Department strategy	- Cross-department communication - Strategic planning - Lead department-level projects	- Lead change - Help determine & execute high-level strategies, projects - Command decisions
When You've Got It …				
You successfully manage your own work with minimal direction.	Your team works well together and your own work is done well.	Your projects, your managers' groups are successful.	Your department is well-respected, well-run, and plays well with others. ☺	Your departments work well together (& with others), all operate well.
Challenges				
Meeting deadlines and objectives on your own.	Getting work done through others while still making individual contributions.	Helping managers get results with their people; broader strategy and business ideas.	Leading effective project post-mortems, being department role model, spokesperson.	Focusing thinking and work *on* the organization more than *in* the organization.
Common Pitfalls				
Thinking leadership doesn't really apply to you.	Delegating too much, or too little and/or micromanaging.	Being overly controlling, not including people in decision making.	Can't shift to thinking about working *on*, not just *in* the organization.	Not taking individuals and daily work into account; missing the *trees* for the *forest*.

Work Leader Levels

Level 1	Level 2	Level 3	Level 4
(same as Leader Level 1)	*Team Work Leader*	*Department Work Leader*	*Internal Consultant*

Key Skills

- Technical knowledge - Accountability & initiative - Self-management	- Technical expertise - Problem solving - Planning & organizing team's work	- Process improvement - Project management: budgeting & resource allocation, solution-based approach to issues - Department planning & strategy	- Strategic, out-of-the-box thinking - High-level communication - Organizational planning & strategy

When You've Got It ...

You successfully manage your own work with minimal direction.	You are the go-to person on your team for questions, best practices, etc. and the answers you give are helpful, accurate, and followed up on as necessary.	As the department's process improvement specialist, you've found ways to improve service and/or productivity, cut costs, provide other benefits.	Upper management relies on your advice and expertise when making key decisions. Your implemented ideas prove to be effective.

Challenges

Meeting deadlines and objectives on your own.	Helping to manage the work without trying to manage the people.	Finding ways to improve on the usual, accepted ways of doing things. Influencing people, decisions when you're not 'the boss'.	Seeing what nobody else in the organization can about your area of expertise, effectively applying that vision to the organization's needs.

Common Pitfalls

Thinking leadership doesn't really apply to you.	Not admitting when you don't have all the answers. Not speaking up enough for the needs of the team.	Your communication with other departments isn't considered effective; you aren't assertive enough with the work and department needs.	Not seeing how your work impacts other areas of the company – and taking that into account when considering and designing solutions.