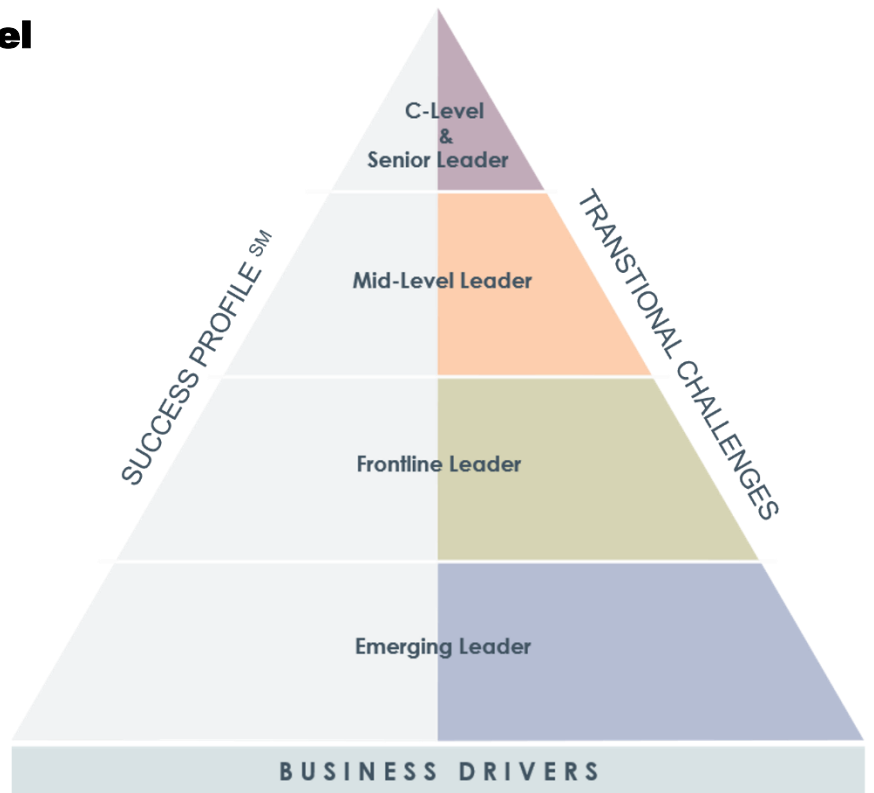


# The Talent Pipeline is only as strong as its weakest link

Many organizations equate the concept of talent management with senior leadership succession management. While succession planning is obviously important, our belief is that talent management must encompass a far broader portion of the employee population. Value creation does not come from senior leadership alone. The ability of an organization to compete depends upon the performance of all its key talent, and its ability to develop and promote that talent. Many people know this as a Leadership Pipeline. The figure below illustrates DDI's approach to managing talent using a Leadership Pipeline strategy.

## DDI's Leadership Pipeline Model

A more encompassing approach to managing talent is essential to proactively manage career transitions. Each level in our model has different, but overlapping, Success Profiles, as well as its own set of transitional challenges. Effective talent management requires not only developing people for their current roles, but also getting them ready for their next transition. For example, individual contributors being considered for frontline leadership positions must make a critical transition from defining success based on their own performance to the performance of the team they manage. Similarly, the operational leader being groomed for a strategic leadership position must shift from a business unit or functional perspective to that of an enterprise guardian.



A planned approach to transitions is especially important as organizations place more emphasis on “growing their own leaders” rather than making often risky outside hires. The bad news is that few organizations have proactive succession processes in place at lower leadership levels.