

Enterprise GPS – 7 Levels of LeaderShift

Every organization struggles with having the right people in the right seats in the right vehicle designed to navigate the ever-changing business environment.

Getting results, the right way at the right time is every individual leader's mandate, yet it's extremely rare that this occurs because more often than not, most enterprises and individual leaders don't even measure some of the most important things.



In my 25+ years studying and analyzing organizations, corporate cultures and business leaders, I have observed that there are two primary reason people fail in their jobs; because they are working at the wrong level and/or they are only focused on one or two measures (usually financial) vs. the whole job.

~Joe Hunt

The typical job description tends to be all duties and responsibilities with a set of requirements like 10 years of experience in the functional vertical and something brilliant like good or excellent written and oral communication skills. I have yet to see a job requiring poor written and oral communication skills. Don't laugh until you look at your job description requirements. With an Enterprise GPS, traditional job descriptions are replaced with an Accountability Performance Scorecard focusing on both the top KPI's and both hard and soft Performance Standards required for the whole job.

A candidate's resume is often an explanation of duties and responsibilities, with a few activities and sometimes punctuated with some enterprise results their department contributed to.

The Enterprise GPS puts the focus on results. While financial results are almost always the only measure that people look at, that's just part of the job. Not focusing on the whole job and keeping the focus exclusively on short term results is in fact the reason there is so much dysfunction in most companies. Sustainable results can only be delivered on purpose and too often unmeasured opportunity costs are in the many millions of dollars.

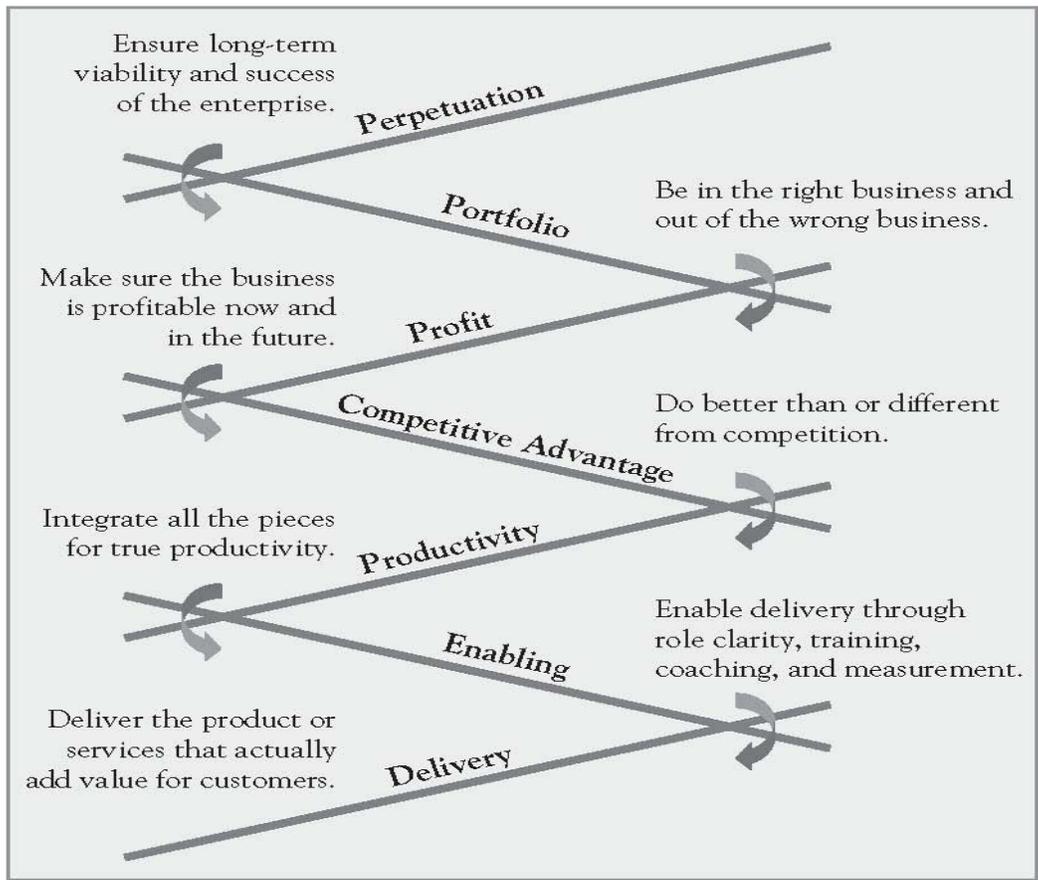
In many organizations, performance measures are most often not results focused because most leaders are so busy with activities reacting to whatever appears to be urgent that day. No one should ever confuse activity with results, but most do.

When I say people are working at the wrong level, I don't mean they are under or overqualified for their jobs. I mean, they personally produce results that should be generated at one or two levels below. This is at the expense of the work they should be doing, which goes undone or worse, gets done by their boss, which means their boss is working at the wrong level too. I hope your beginning to get the point, but keep reading.

What I see most often is leaders spending much of their time solving today's problems personally and not spending enough time anticipating and planning for the future or developing their people. Business performance suffers because leaders are not prepared for the inevitable new challenges. The Enterprise

GPS addresses this deep-seated, long-standing problem by defining the purpose for each level of the organization and the specific results required of leaders at that level to ensure long- and short-term business success. Further, to make people below them successful, leaders have to pass down the things required for them to succeed. These are defined in the Enterprise GPS.

At every level of leadership, Business Result must be delivered. At every level of leadership and every functional vertical, the accountabilities are different, but all must be rowing in the same direction in order to achieve the business results that best serve the customer, shareholder and stakeholder alike.



Enterprise GPS - Seven Levels of LeaderShift

Irrespective of how large your organization is, there are only Seven Levels of LeaderShift. In most organization, there are less than Seven Levels, but all the results outlined in the Enterprise GPS must be assigned. In this article I'll focus on the results each Level must deliver. Equally as important I'll describe what each Level should enable others to deliver. The last sentence is a mission critical point. Notice I said what each layer must enable, meaning they should not personally deliver what they should enable others to do.

Level 7 - Enterprise Manager

The CEO's primary role is to perpetuate the enterprise, to make sure the enterprise is successful. That leaves little time for working on extraneous or counterproductive results. While it seems the CEO job is pretty straight forward for those that have not sat in that chair, it's by far the most complex position within the enterprise. What's important is that the CEO not do work that the people in his/her down line are responsible for. These examples are the broad, but important balanced result accountabilities of the CEO:

<i>Results</i>	What the CEO delivers	What the CEO enables
<i>Earnings & Profit</i>	<ul style="list-style-type: none"> • Earnings targets that are demanding but attainable • A team to support the decision making • Data processes that produce accurate information • Strategies, operating plans, and budgets that define how profit will be achieved and sustained Relationships with those on the critical path 	<ul style="list-style-type: none"> • Candid communication of the targets for earnings, earnings per share, and profit • A context for performance that gets the best from everyone • Long-term and short-term understanding of profit needs
<i>Customer</i>	<ul style="list-style-type: none"> • Senior-level customer relationships that enable good business 	<ul style="list-style-type: none"> • Information about the future as the customer sees it • Acceptance of the enterprise's products and services by customers
<i>Brand</i>	<ul style="list-style-type: none"> • Clearly defined brand standards • 	<ul style="list-style-type: none"> • Sufficient resources to deliver the brand's promise • Clear understanding of the brand requirements by all employees • A disciplined work environment that supports brand building
<i>Investment</i>	<ul style="list-style-type: none"> • Investment decisions that fit and enable the vision or strategy 	<ul style="list-style-type: none"> • Future state definition • Commitment to the future
<p><i>Direction- Strategic Framework</i></p> <p><i>Clear and consistent direction, in many ways, is the single most important result that a CEO delivers.</i></p>	<ul style="list-style-type: none"> • Vision, mission, values (new or updated) • Enterprise strategic framework clear enough to penetrate the clutter 	<ul style="list-style-type: none"> • Guidance for everyone's effort and energy • Portfolio strategy and business strategy • Sense of purpose for everyone • Clear and consistent direction, in many ways, is the single most

		important result that a CEO delivers.
<p>Engagement</p>	<ul style="list-style-type: none"> • Clarity and reason (for the direction) • Redirection when circumstances warrant it 	<ul style="list-style-type: none"> • Understanding and acceptance of the direction by all employees • Conviction and commitment to the direction • One direction for everyone • A focus on what is important • Free flow of information and ideas • Commitment from people the CEO may never see
<p>Facilitation</p> <p><i>The facilitation process is the real difference between hoping the enterprise will succeed and making it possible for the enterprise to succeed. Hope is not a good business strategy.</i></p>	<ul style="list-style-type: none"> • The money for needed resources and capability • Understanding of the challenge 	<ul style="list-style-type: none"> • Acquisition of needed resources • Belief in the direction • Capability to achieve the direction • Success in pursuing the direction • The facilitation process is the real difference between hoping the enterprise will succeed and making it possible for the enterprise to succeed. Hope is not a good business strategy.
<p>Planning</p>	<ul style="list-style-type: none"> • Planning parameters or guidelines • Timely final approval (permission to proceed) • 	<ul style="list-style-type: none"> • Requests for planning submissions that have the CEO's authority • Planning infrastructure • Plans—strategies, operating plans, tactical plans
<p>Controls/Governance</p> <p><i>By using the GPS and good management practices, the CEO has enormous power for driving results at all levels throughout the enterprise.</i></p>	<ul style="list-style-type: none"> • Clear direction with standards • An enterprise immune system • Regular reviews of all kinds • Frequent feedback to direct reports and others as appropriate • 	<ul style="list-style-type: none"> • Audits of all kinds • Candid and frequent feedback at all levels • A climate of commitment to results • Free flow of performance information • Strategy revisions (when appropriate)
<p>Relationships</p> <p><i>Relationships are a great enabler, and CEOs must build them in all directions if they are to deliver their results.</i></p>	<ul style="list-style-type: none"> • Trust and confidence within the enterprise • Broad external relationship base • Board of Directors' confidence and support 	<ul style="list-style-type: none"> • Acceptance of the enterprise by externals • Access to information and other resources • Positive environment for internal relationships • Relationships are a great enabler,

		and CEOs must build them in all directions if they are to deliver their results.
<i>Innovation Results</i>	<ul style="list-style-type: none"> • Clear expectations for innovation • Standards for measurement • Supportive climate • Rewards and recognition 	<ul style="list-style-type: none"> • Full participation • Willingness to try • Local management and application

Level 6 - Group Manager

The Group Manager role exists in all large multi-national companies, but may not exist at all in medium or smaller enterprises in which case the expected results for this level must be assigned up to the CEO or down to the Business Manger. A Group Manager is accountable for several businesses and may be called Group CEO/President, Region Executive, or Sector Executive. Some smaller companies have only one Group Manager and might be the President or Chief Operating Officer. Group Managers are responsible for *delivering the portfolio strategy*, which includes deciding what businesses the enterprise should embrace and what businesses should be abandoned. They must also build succession to the Business Manager layer to be sure qualified people exist to run the businesses.

This role varies greatly depending on numerous factors, but must be defined factoring in the uniqueness of each enterprise. A Managing Director of PE firm, may by default be the Group Manager, irrespective of the fact that they are usually not qualified to be in this important role.

<i>Results</i>	What the Group Manager delivers	What the Group Manager enables
<i>Effective Financial Allocation</i>	<ul style="list-style-type: none"> • Enterprise Financial Results • Group Financial Results • Success of corporate initiatives • Capital allocation recommendations • Environmental scans • Strategic uncertainty scans 	<ul style="list-style-type: none"> • Capital for investment in businesses • Environmental scans relevant to the businesses • Strategic uncertainty assessments • Timely adjustments to business strategies • Acceptance of corporate initiatives
<i>Leadership</i>	<ul style="list-style-type: none"> • Portfolio strategy • New ventures • Approved business strategy • Business Manager succession • Business Manager and Function Manager coaching and development • Enterprise leadership role model 	<ul style="list-style-type: none"> • The framework for business strategy • Coaching for Business Managers and Function Managers • Development for Managers of Managers • A succession system for building Business Managers • Connection with the enterprise strategic framework

<i>Management</i>	<ul style="list-style-type: none"> • Process for information flow • Delegation • Control systems • Operating reviews • Metrics for the group • Open work environment 	<ul style="list-style-type: none"> • Transparency • Authority • Standards for performance • Appropriate metrics for the businesses
<i>Relationship</i>	<ul style="list-style-type: none"> • Government relationships • Customer partnerships • Industry relationships • Partner and alliance relationships • Peer relationships • Upward relationships • Subordinate relationships 	<ul style="list-style-type: none"> • Receptive customers • A climate of collaboration • Benefits from external relationships • Good citizenship • Industry analyses and trends

Level 5 - Business Managers

This is a high-profile and much sought-after leadership position, but despite its visibility within organizations, the results for this level are often poorly defined. Consequently, Business Managers may appear to be doing a good job because they shine in one spotlighted area, but unbeknownst to the organization, they are failing to deliver the total spectrum of results. The primary purpose of the Business Manager is *Short & Long Term Profit*, but to deliver it the right way and sustainably.

What the Business Manager delivers	What the Business Manager enables
<ul style="list-style-type: none"> • Market-relevant value propositions • Strategic analysis • Complete alignment • Integrated functions • Effective working relationships up and down • Equal value for all functions • Steady business rhythm/flow • Trust and confidence 	<ul style="list-style-type: none"> • A focus on value proposition—ensures that every employee knows what the endgame is • Strategic context—gives every employee the same picture • Rhythm for the business—makes it easier to get the job done for everyone • Equal treatment for all functions—keeps support staff, in particular, from feeling like second-class citizens • Role model for relationships—sets the tone for how to work together • Integrated functional work—gets everyone pulling in the same direction

Level 4 - Functional Manager

The primary purpose of Function Managers is to give their business a competitive advantage by delivering functional results that are better than the competition’s. Best in class should be the goal. World Class are table stakes.

While the macro list is shorter due to the specialization and focus on their respective functional vertical, the leadership this level delivers is where the rubber meets the road in determining the success of the enterprise.

What the Functional Manager delivers	What the Functional Manager enables
<ul style="list-style-type: none"> • Competitive analysis—products and key processes • Knowledge of the state of the art—multidimensional information • A functional strategy—leading to competitive advantage • A climate for innovation—continuous improvement • High-performing organization—both technical and leadership • Multifunctional thought process—effective business team membership 	<ul style="list-style-type: none"> • Clear picture of where the business is going—connecting the function to the business • Clear understanding of the function’s direction—everyone knows where the work is headed • An environment that supports innovation—including resources and support • Effective management and leadership—clear priorities and regular feedback • Resources for obtaining and developing technical and professional talent—time and money • A model of multifunctional thinking—as many multifunctional thinkers as needed

Level 3 - Manager of Managers

Of all the layers, Level 3 generates the most confusion. One problem is that people treat Level 3/Manager of Managers as if it were the layer below—Manager of Others. Level 3 managers in every company are responsible for 90–95 percent of the workforce; the layers above them are sparsely populated, relatively speaking. Despite this great responsibility, Managers of Managers are often thought of as “junior” or “unimportant,” and that is a second problem. This level is the realm of *Productivity*.

What the Manager of Managers delivers	What the Manager of Managers enables
<ul style="list-style-type: none"> • Two-year operating plan • Climate of acceptance for 	<ul style="list-style-type: none"> • Clear direction • Priorities

<p>management work</p> <ul style="list-style-type: none"> • Trained Managers of Others • Flow of work and information • Relationships up, down, and across • Leverage • Discipline 	<ul style="list-style-type: none"> • Right person in right job • Speed of decision making • Critical connections • Feedback from those who receive the work • High-performance work environment
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Level 2 - Manager of Others

Absolutely nothing is more valuable to a Level 1/Self-Manager (an individual contributor) at work than a good boss. Good bosses make the work experience more pleasant, facilitate completion of tough tasks without undue stress, and answer questions. Ineffective bosses, on the other hand, make the work experience unpleasant, increase stress, and leave people scratching their heads. From an enterprise perspective, 80 to 90 percent of all employees work for a Manager of Others. So Managers of Others have the most direct impact of all managers on things like morale, motivation, attitude, job satisfaction, quality, and employee retention. An ineffective Manager of Others makes the people under them unhappy, unproductive, and often times resentful. Quality suffers and customers feel the impact. This Level is the great *Enabler*. Having the wrong people at this level poisons the well. While it's important to get the Enterprise GPS right at all Levels, Level 2 dysfunction is more detrimental to the sustainability of the enterprise than the Levels above.

What the Manager of Others delivers	What the Manager of Others enables
<ul style="list-style-type: none"> • Context • Connection • Team capability • Completion • Balanced caring • Management skills 	<ul style="list-style-type: none"> • Purpose • Priorities • Standards • Judgment • Development and professional growth • Rewards and recognition • Technical/professional results • Teamwork • Information at an absorbable rate

Level 1 - Self Manager (Individual Contributor)

I'm not going to get bogged down in detailing the specific contributions of specialized types of Level 1/Self-Managers—the technical specifics of how a programmer writes code, a chemist or engineer develops a product, how a recruiter recruits, or how a salesman puts a deal together. Instead, I'm going to focus on the underlying results required for anyone to be successful, results that also help the business and enterprise prosper. These include the following:

What the Self Manager delivers
<ul style="list-style-type: none">• Self-management• Customer satisfaction mind-set• Citizenship• Learning• Ideas and innovation• Influence• Relationships

As you have probably noticed, there has been no mention of specific goals, accountabilities, initiatives, KPI's or softer measures around culture, presence and personality. These are mission critical measures as well and part of the whole job for every individual at every Level.

Further, clearly defining Behaviors, Values (Motivation), Acumen (Potential) and Competencies/Skills (Experience), required for each job is important for assessment, selection, talent coaching & development, succession planning and are all part of the Enterprise GPS.

For every job, the right expected Results should be clearly defined. Clearly defining the whole job and pre-determining what Full Performance looks like inclusive of a what's outlined above is the only way to assure or even know the measure of success. Equally as important is being very specific of what the definition of Exceptional Performance is. If you don't, many people who simply "Meet" Full Performance will think they "Exceeded Expectations" and thus unjustifiably expect to be rewarded for Exceptional Performance.

Finally, each of the Seven Levels of LeaderShift requires a different set of work values. Working hard and delivering results is a given, but the results they should deliver need to be different in each job and at each level. In any kind of transition, if a shift in work values does not occur, it will guarantee that the manager will be working at the wrong level. It's common for someone to be promoted, moved up, receive a pay raise, but Not do the new work. Instead, they cling to the work from their previous Level. Most new leaders are not making the transition.

See the white paper article "[LeaderShift](#)" for an expansive view of career transitions between Levels. The LeaderShift transition to the new role and/or new Level will be a failure if the person continues or begins to work at the wrong Level. Use the [Enterprise GPS](#) model to assure the [Rites of Passage](#) to the new Level or Role and sustainable success.

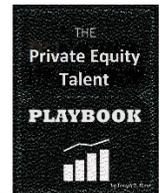
This white paper is intended to provide of overview of the framework the Enterprise GPS delivers. Very specific modules in *Organization Design & Development*, *Succession Planning*, *Career/Talent/Leadership Development*, *Performance Management*, *Assessment*, *Selection*, *Onboarding/Transition*, and *Executive Coaching* are all critical to the whole job and must be integrated as part of your Enterprise GPS.

Ask your Consultant how applying the Enterprise GPS can change the results your organization gets.



About the Hunt Group

The Hunt Group is the leading human capital and private equity advisory specializing in consumer goods & services, diversified industrial and related professional services markets. We apply our market mastery and expansive executive network to the human capital realm, working with multi-nationals, PE, private, and family owned companies. We partner with investors throughout the deal cycle to help them Invest in, Grow and Exit their portfolio companies by appointing senior operating executives (CEOs and Direct Reports), Chairs and Outside Directors with Private Equity DNA. Our industry and functional vertical connections and engagement guarantees we're in the know, have broad insight and full access to the best talent in the marketplace. Our mission is to create and exponentially grow accretive value for all client stakeholders.



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