

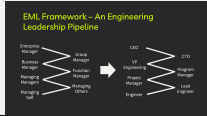
Leadership Pipeline

Summary:

The leadership pipeline is a representation of a leader's career journey, outlining 6 key career jumps, starting with **managing self** and moving to **managing others** and advancing up to **enterprise manager**. Each role should be **clearly outlined** and specified in each company in order to **maximize the quality of work** and effectiveness. This can also **help a leader understand where they stand** in the pipeline and the gap needed to fill to advance. In smaller companies, the pipeline might be adapted and look different, not having roles like group or functional manager.

Key learning: A well **defined** and **structured leadership pipeline** helps both the:

1. **Leader to navigate each stage**, adapt their focus/skills, and shift priorities
2. **Organization** by outlining the requirements of the role, needed to guide the development of leaders internally



21st Century Competencies

Summary:

A theory of performance is the basis for the concept of competency. The theory used in this approach is a basic contingency theory, as shown in Figure 1. Maximum performance is believed to occur when the person's capability or talent is consistent with the needs of the job demands and the organizational environment (Boyatzis, 1982).

Boyatzis's theory teaches us that maximum performance happens when a persons skills are consistent with the business needs and the organizational environment. There are a total of **6** important **competencies** (defined as skills or abilities), divided in two sections:

1. **"Threshold"** or skills needed for baseline performance (expertise, DK, DR)
2. **"Differentiating"** or skills that set an individual apart (Social/EQ, ST, PR)

These competencies can help us (and organizations) predict the effectiveness of an individual.

Key learning:

Competencies can be developed and learned. We wrongly believe that human talent is limited and only innate, however, we are able to develop and enhance our skills to become more effective engineering management leaders.



Industry 4.0 Framework

Summary:

Being able to look at the resume and organizing it in our mind by remembering the engineering leadership pipeline.

Usually a CV is organized into work, education and leadership personal skills. This also helps us find the Boyatzis competencies easily:

1. Work + Education (Expertise & DK & DR & SE)
2. Hobbies/Personal (Social & EQ)

Highlighting Boyatzis's competencies on our CV can help us understand what our strengths are and what skill we're missing.

Favorite moments:

1. To move to a higher level in the leadership pipeline sometimes you need to switch companies (or open your own! (3.26).
2. Breaking down resume and pinpoint Boyatzis's competencies in each section (4:00+)

Case Study Summary

Summary:

Apple is a **functional organization**, which is what has allowed it to remain a top company and a leader in the field. The study shows through real life examples (i.e. iPhone Camera), how expertise is essential in developing products. Switching from hiring general managers to experts to lead a specific product is what allowed the iPhone camera to become the success that it is.

The three core leadership characteristics in Apple are expertise, eye for detail, and cross-functional collaboration.

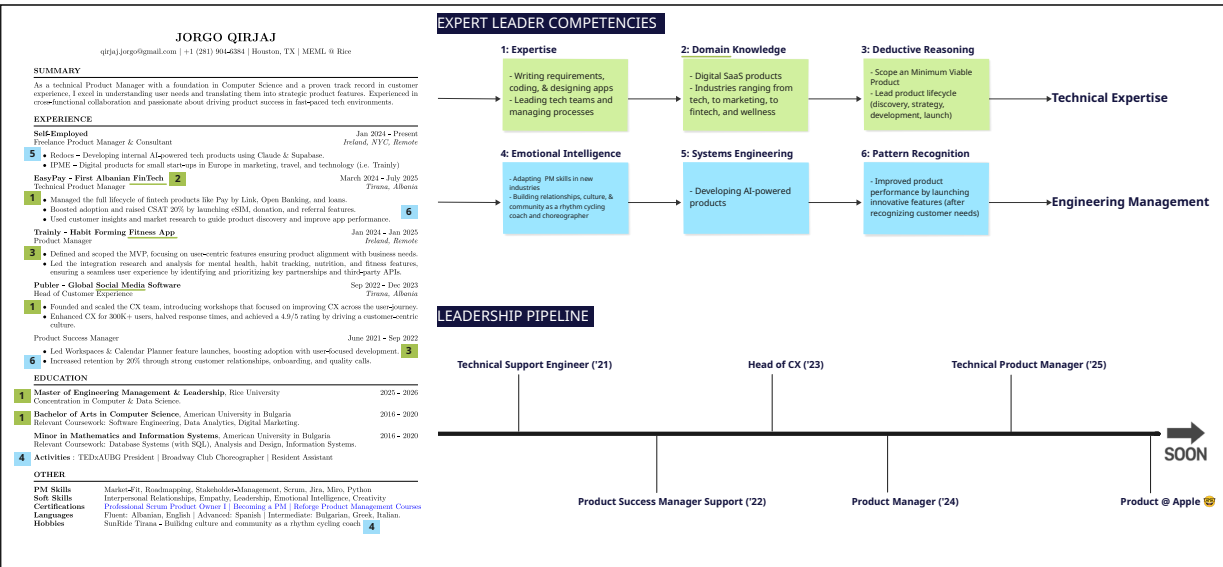
Key learning:

Leaders should be **experts** who lead other experts, building with **experience** while focusing on **details** and **collaborating** with other teams to drive the product success.

- Apple leaders are expected to possess deep expertise, be immersed in the details of their functions, and engage in collaborative debate.



Connection Visual Analysis



Case Study Visual Analysis

How Apple Is Organized for Innovation

It's about experts leading experts.

