



# FUNCTIONAL LEADER

- a Leadership Pipeline program



## Purpose

The Functional Leader program will assist leaders in making the important transition from being a leader within the function to become the leader of the function. The program inspires leaders to step into the role as a full member of the executive leadership team and motivates them to focus on the result of the overall business rather than just functional accomplishments. Functional leaders will be provided with insight, tools, and practical training that enables them to build an agile and execution focused organization. The program focuses on accountability, responsibility, a proper span of control, and a sustainable internal Leadership Pipeline.

## Target audience

The target audience for the program is Functional Leaders who sit on the executive leadership team and have a minimum of 1-2 leaders as direct reports. When they attend the program, they must have been in their current Functional Leaders position for at least 3-6 months.

It is critical for the program that all participants meet above criteria as this is an essential prerequisite for being able to base the program on the participants' own experiences rather than theoretical cases.

## Why invest in Functional Leaders

The Functional Leaders role sets the tone and creates the strategy for the whole organization. Making sure talent is developed through the Leadership Pipeline methodology is critical to succession planning and scaling the organization to realize planned growth strategies. Having a competitive edge in the industry begins with strategic thinking Functional Leaders. This role is crucial to the success of your organization and assuming your Functional Leaders have the right work values, time application and skills can be a detriment to organization plans.

Functional Leaders leading at the wrong level can be common in many organizations so focusing on the correct job behaviors is mission critical.

## **Content overview**

Functional Leaders is a high impact program that is based on 100% inclusion of the participants' real life. The program does not apply theoretical cases and is based on the participants' own day to day challenges. The integration of the everyday life is so strong that participants often feel that participation in the program is like being at work rather than being in a program. Learning from the program is directly and immediately applicable when the participants return to their job.

## **The program provides 6 key takeaways**

### **1. Experience the necessity of transitioning into the leadership role**

- How Functional Leaders add unique value to the organization
- How to free up time to be a Functional Leader
- How the role of Functional Leader is linked to other leadership roles within the organization

### **2. Be a full member of the business team**

- How to compete in your market
- How to have a cross-functional business perspective
- How to become part of the business team

### **3. Drive functional excellence**

- How you and your function add value to the business
- How to execute functional strategy
- How to build meaningful KPIs

### **4. Develop and hold direct reports accountable**

- How to take a structured approach to develop leaders
- How to evaluate whether a leader is a capable leader
- How to build accountability and credibility around your assessment and development process

### **5. Select leaders and build the function**

- How to select the right leaders
- How to build your organization for tomorrow
- How to align future business needs and organizational capabilities

### **6. Take ownership of developing talent**

- How to identify leadership potential and develop leadership talent
- How to build the Leadership Pipeline