



The Performance Pipeline: Getting the Right Performance At Every Level of Leadership

By Stephen Drotter

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The guide that defines the results required at each organizational level to sustain business success

It's not enough to build a company full of people with leadership skills. *The Performance Pipeline* digs deep into the real work of executing business results at each leadership layer.

- Filled with lessons and examples from the author's 40 years of experience
- Shows how to set performance standards, make sure the right work is being done, and remove performance barriers
- Illustrates how leaders can make the transition to the next level and achieve full performance

This book gives leaders in any industry an advantage over the competition.

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Editorial Review

Review

The text is a good read and has a lot to offer to the 2012 world of UK retail financial services. (Financial Adviser, 31st May 2012)

From the Inside Flap

"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 on developing their people."—from the Preface

From Stephen Drotter, coauthor of the bestselling book *The Leadership Pipeline*, comes the next-step resource designed to help leaders at every level succeed in an uncertain business environment. *The Performance Pipeline* is a groundbreaking book that is based on Stephen Drotter's forty years of in-depth work with more than 100 companies worldwide. The book defines how work flows from top to bottom and reveals what results each layer must produce and what each layer must pass down to make the layers below successful.

Filled with illustrative examples and personal experiences, the book shows how Performance Pipelines work in real-world organizations. *The Performance Pipeline* uses a framework that is as easy to apply as it is to understand and addresses three critical business needs:

- How to improve business performance by defining the unique purpose of each layer and providing clarity and focus on the results to be achieved
- How to make all leaders successful by having leaders at every layer pass down to the layers below things they need to be successful
- How to help leaders make the transition to a new layer and how to remove performance roadblocks so leaders deliver the results required at their new layer

Drotter's Performance Pipeline method was created to be flexible and can be adopted by companies of all sizes and in any industry. Using this book as a touchstone, professionals will learn how to define and install their own Performance Pipeline to obtain the benefits of role clarity and to sharpen the focus of all their leaders at all levels. Leaders and professionals will learn how to measure the work of leaders at every level.

From the Back Cover

Leaders who have developed and used performance standards, differentiated by layer as described in *The Performance Pipeline*, have this to say:

"The best solutions for the most difficult issues involve clarity yet rigor. The performance standards are just that, and underpin our transition from a bureaucratic government-owned company to a modern private sector corporation."—Lance Hockridge, chief executive officer, QR National

"As we evolve Newmont's leadership capability to be highly effective in addressing the challenges of our global business environment, the performance standards have provided focus and clarity on the critical

changes needed from every leader."—Richard O'Brien, chief executive officer, Newmont Mining Corporation

"The performance standards gave us three great benefits. First, they created a common definition of performance and aligned 43,000 employees in 28 countries. Second, they helped us move from opinions to fact-based, more productive conversations about performance and how to help employees improve. Third, we are now clear about what to expect from each layer and have focused development activities on things that make a difference for each layer. The performance standards are now the central focus for all people-related processes and are included in business planning and business review sessions."—Bernard Kuerth, senior vice president and chief human resources officer, Coca-Cola Hellenic

"Performance management is the real differentiator of business success. The Performance Pipeline shows us how to institutionalize it for maximum impact at every level. This well tested and practical framework has helped many businesses improve their results." —Ram Charan, coauthor of the bestselling *The Leadership Pipeline and Execution*

Users Review

From reader reviews:

Inocencia Hensley:

Typically the book *The Performance Pipeline: Getting the Right Performance At Every Level of Leadership* will bring you to definitely the new experience of reading any book. The author style to describe the idea is very unique. In the event you try to find new book to see, this book very ideal to you. The book *The Performance Pipeline: Getting the Right Performance At Every Level of Leadership* is much recommended to you you just read. You can also get the e-book from official web site, so you can more readily to read the book.

Wilma Baca:

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Nancy Samuel:

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