



colart

UNDERSTANDING HOW ORGANISATION DESIGN WORKS

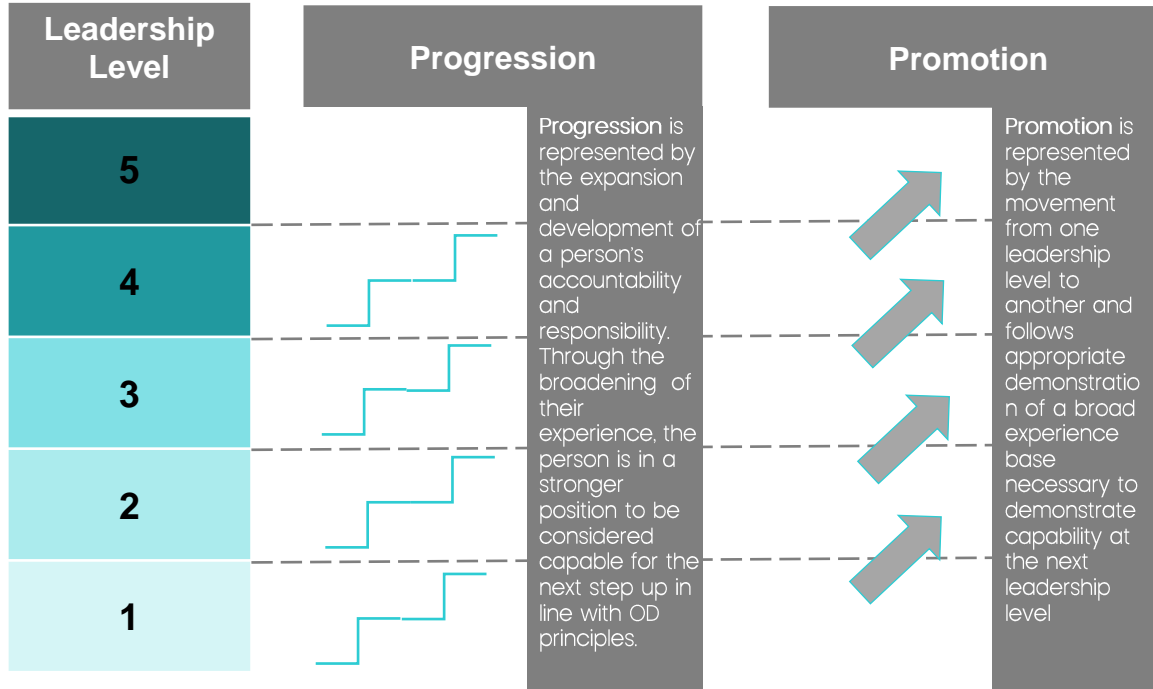
AN OVERVIEW

The total picture

Leadership Level	Leadership Layer	Nature of Contribution	Incentives
5	iv	Strategic Focus	Global Incentive plan
4	iii		
3	ii		
2	i		
1			
		Operational Focus	Local Incentive Plan

- Everyone leads themselves – leadership level 1
- Only certain people have accountability for leading others or the business – leadership level 2 to 5
- There are clear expectations of what's required at each level
- All work falls into a hierarchy of discrete levels
- To justify a level, the burden of accountability should satisfy that level
- Each level above leadership level 1 requires one and only one level of management

Promotion vs Progression



Progression and Promotion whilst different, both focus on the ongoing development and growth of the individual within Colart

Checklist for Promotion

- Demonstrated and repeated success against set KPIs
- Proven breadth of expertise (skills and knowledge) to operate at the next level
- New role consistently satisfies at least 6 of the 7 OD Elements at the higher leadership level
- Alignment of leadership behaviour (in accordance with the Colart Way) to operate at the next level
- 360 alignment – acknowledged by others as the right decision

Clarifying leadership levels

Leadership Levels are:	Leadership Levels are not:
About the role in an organisation, not the individual	An assessment of the individual in post; there is no such thing as “my leadership level...”
A tool for removing overlap and filling gaps in accountability, vertically and horizontally, to promote empowerment and simplicity	About status in an organisation: that should be down to reputation, fairness and track record of delivery
A consistent method for comparing and calibrating similar roles throughout Colart (and externally)	A reflection of the influence, power and gravitas an individual has; if that were true they'd be different for a given role depending on the capability of the leader. The Leadership Level of a role is the same no matter whom is filling it
A conceptually integrated approach to the management of people based on the one simple idea (the Golden Rule)	A grading system. We will need to develop the reward policy aligned to the leadership levels so replacing the current levels 1:4