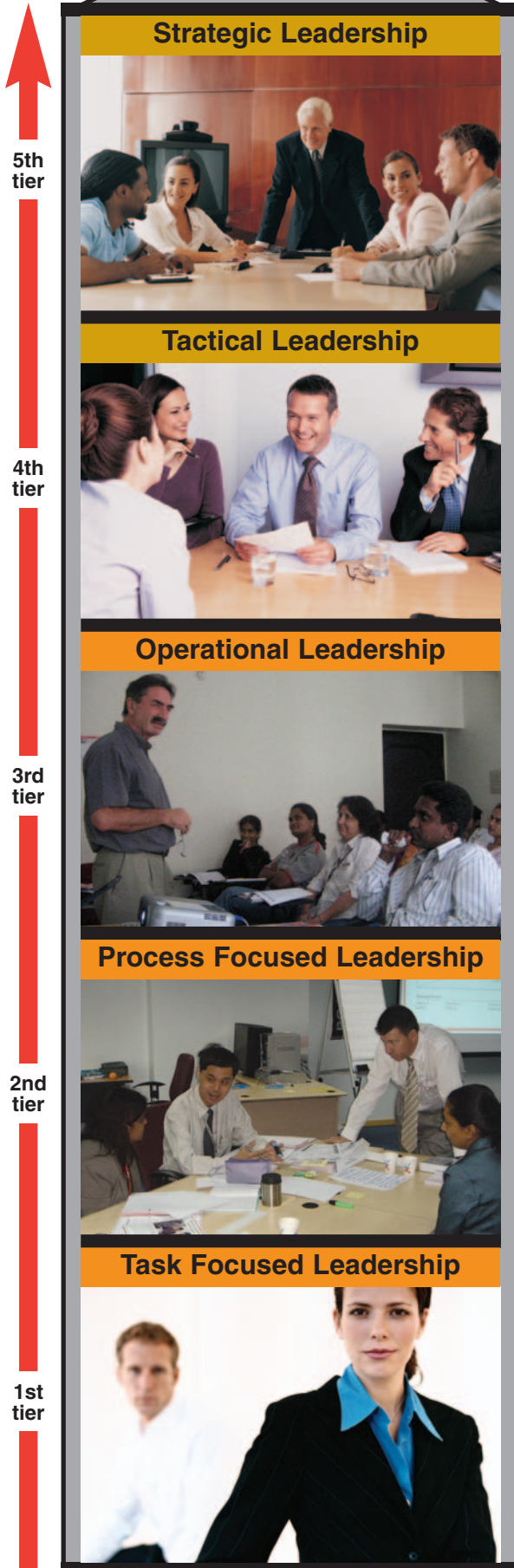


20/20 MDS® 5 Tier Elevator System



Whole Business Management

At this level an individual's primary focus is on the organization as a whole with the emphasis being on shaping and then coordinating the attainment of the future vision for the business. Skills at this fifth tier include setting long-term strategy and direction, the ability to assess and manage high level risks (internal and external), handle multi-level communication and the key ability to develop people and teams (so as to keep the succession "pipeline" as strong as possible at all levels).

Unit/Department Management

At this level an individual's primary focus is on the commercial success of their part of the enterprise. Skills at this fourth tier include the usually more sophisticated ability to manage other managers, ask the more inclusive or "right" questions, analyze the "right" information, manage much more complex projects and deal with greater amounts of change at all levels. There is also a critical need to navigate or influence the overall organizational culture (of which his or her unit/department is just one part).

Multi-process Management

At this level an individual's primary focus is to transition from performing as a team leader and to concentrate on the multiple processes for which they are now responsible, or control an entire functional area which they must now start to shape. Skills at this third tier include working with people with very different experience and knowledge, managing competing major priorities and acting as a critical liaison between often diverse teams. The individual also needs to make more time for reflection and to focus on medium to longer term goals and decisions.

Team Management

At this level the primary focus is to transition from performing and contributing as an individual and to concentrate on leading and supporting the whole team as a leader. Skills at this second tier include delegating and assigning task leadership to team members, identifying and removing road blocks to team progress and performance, suggesting alternative courses of action and to both communicate and offer feedback on a much more intensive basis than at tier one.

Self-management

At this level an individual's primary focus is to manage him or herself well and to start to become a coach to others on the team on a progressive basis. Skills at this first tier include planning and scheduling work, goal and target setting, motivating and coaching others, developing collaborative abilities and discovering different ways to track or measure progress.