Leadership Pipeline Framework

This framework supports workforce agencies in intentionally identifying, developing, and preparing future leaders from within, reducing reliance on external hiring and improving long-term organizational stability.

1. **Identification**: Focus on leadership potential, not just performance. Consider initiative, influence, and values alignment.

   Key questions to guide identification:
   - Who demonstrates initiative beyond their current role?
   - Who positively influences peers and team culture?
   - Who consistently aligns with mission and values?

2. **Development**: Provide structured growth opportunities such as stretch assignments, cross-functional exposure, leadership training, and shadowing.

   Effective development strategies include:
   - Stretch assignments that push individuals beyond their current scope
   - Cross-functional exposure to broaden perspective
   - Shadowing current leaders to observe decision-making
   - Targeted leadership training aligned to agency needs

3. **Coaching & Support**: Use regular coaching conversations, competency-based feedback, mentorship, and clear expectations. Leadership growth requires guidance—not guesswork.

   Support mechanisms should include:
   - Regular coaching conversations focused on development
   - Feedback tied to leadership competencies, not just tasks
   - Intentional mentoring relationships
   - Clear expectations and accountability

4. **Readiness & Transition**: Prepare individuals before vacancies occur. Look for judgment, adaptability, and mission alignment.

Readiness indicators include:
- Demonstrates sound judgment and decision-making
- Leads others effectively through change
- Manages complexity and competing priorities
- Aligns decisions with organizational goals and mission

Outcome: A sustainable leadership pipeline that strengthens retention, continuity, and resilience