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# Citi Leadership Development

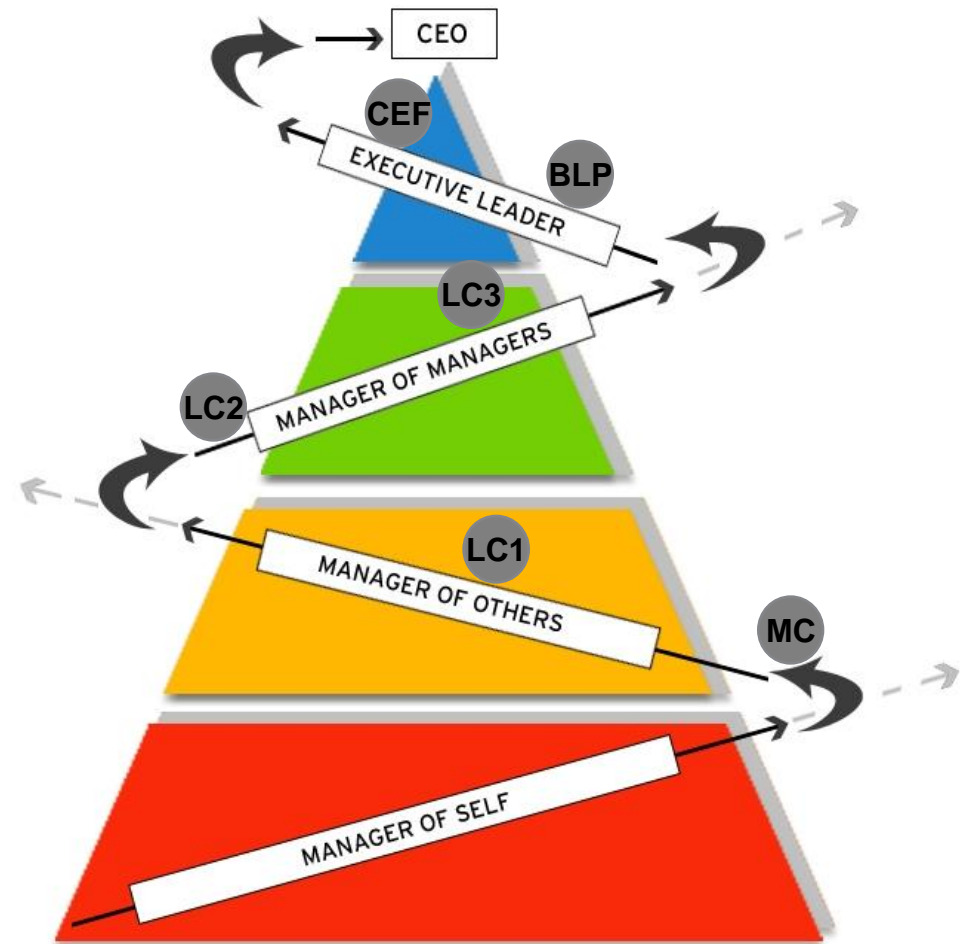


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## What is the Leadership Pipeline?

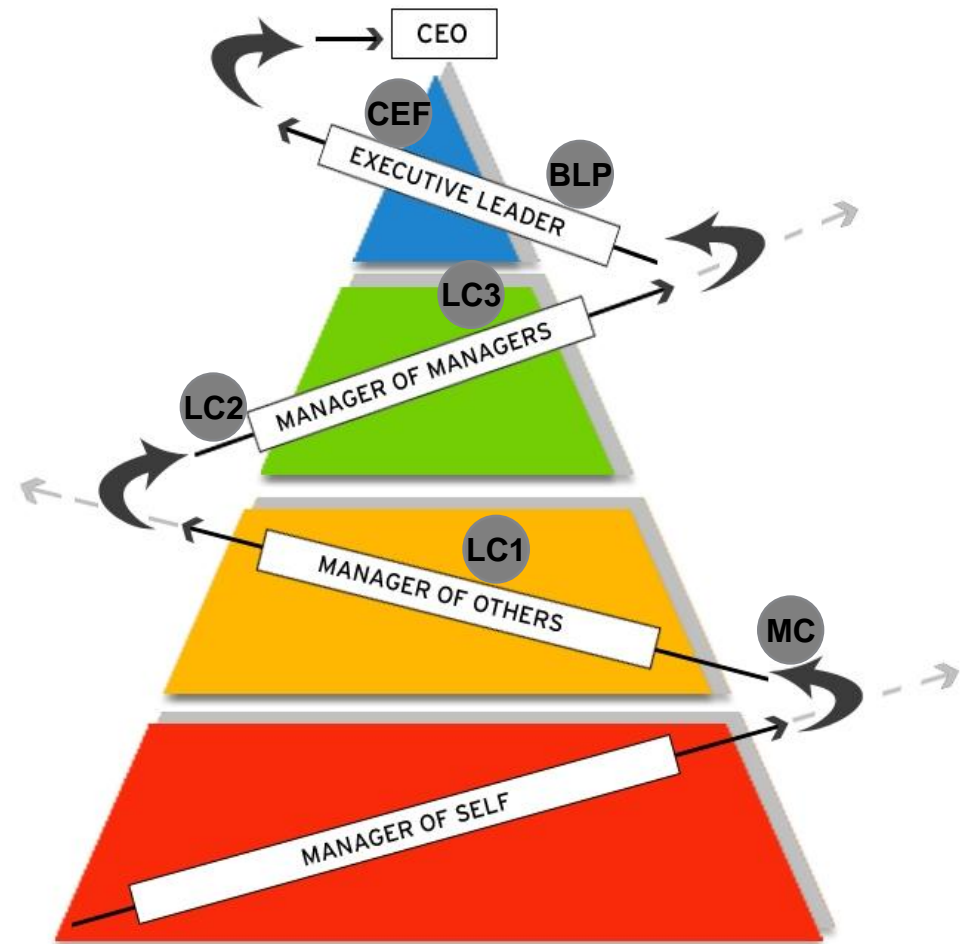
- The Pipeline is a developmental framework that illustrates the significant roles and paths available to leaders
  - **At an organizational level**, the Pipeline provides a strategic and systemic approach to the development of leaders
  - **At an individual level**, a conceptual "roadmap" for development that employees choosing a managerial track can use to manage their careers
  - **For people managers**, the Pipeline provides a tool to help frame discussions around career development and work assignments



(\*There are additional levels/turns in the Executive Leader space not represented in this diagram)

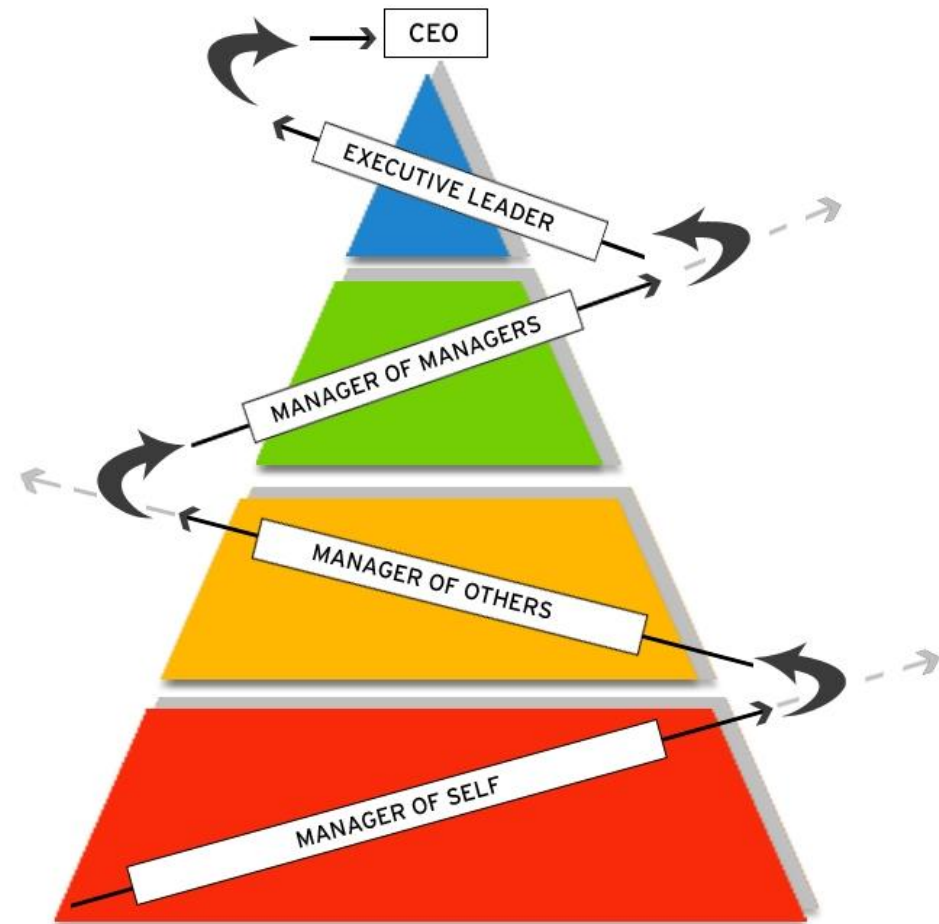
## What is the Purpose of the Pipeline?

- To reflect Citi **business strategy**
  - Address evolving leadership challenges
  - Create a Citi leadership culture
  - Facilitate mobility
- To focus on **capabilities** necessary for **today** and for **the future**
  - Identify skills, behaviors, and knowledge necessary for future performance
  - Highlight the most critical elements for effective performance
- To set **standards**
  - Build core skills and experiences
  - Articulate expectations at different levels
  - Create a progression of leadership development activity
  - Give employees a roadmap for career management



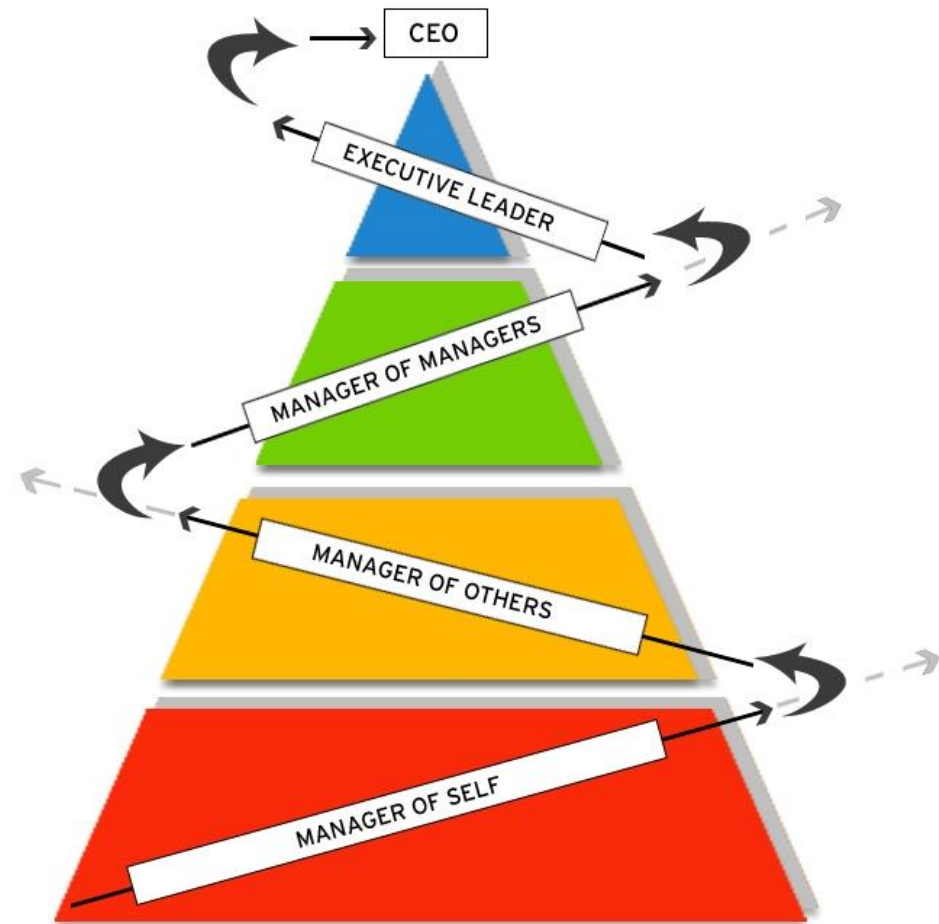
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- Leadership profiles corresponding for each level of the **4 Leadership /Management Levels** at Citi
- Each **profile** highlights the **skills**, **behaviors** and **values** that an effective leader at that level would demonstrate
- Flagged are **Time priorities** and **pitfalls** common to managers/leaders at a given level
- Development is **cumulative**. Successful mastery of skills and behaviors from previous levels is assumed as you progress up the pipeline.



(\*There are additional levels/turns in the Executive Leader space not represented in this diagram)

- Important **passages** occur from one leadership level to another. Each passage requires new skills, values and time priorities
- **The turns** - unique windows of opportunity for development
- This model **focuses exclusively on managerial transitions**. However there are individual contributors throughout the company at varying levels of seniority.



(\*There are additional levels/turns in the Executive Leader space not represented in this diagram)

Key Descriptor for Manger of Self:

**Manages performance of self; Provides exceptional service to clients**

Key Descriptor for Executive Leader:

**Manages the performance of organizations; Sets organizational strategy**



Priorities/Time Allocated To:



Different for the different levels



Pitfalls/Behaviors to Avoid:

- Serve Our Clients with Distinction
- Produce Results with Integrity
- Lead through Innovation
- Demonstrate Personal Leadership
- Foster & Leverage Relationships
- Manage Talent
- Build High Performing Teams
- Operate Strategically
- Communicate Effectively

- INDIVIDUAL LEADERSHIP
- MANAGING AT CITI
- LEADING AT CITI 1
- LEADING AT CITI 2
- LEADING AT CITI 3
- BUSINESS LEADERSHIP PROGRAMME
- CHIEF EXECUTIVES FORUM
  
- WOMEN'S LEADERSHIP DEVELOPMENT
- COACHING
- DEVELOPMENT CONVERSATIONS



Number of online resources and guides.

- Opportunities for self-paced, online learning (as an alternative to classroom courses)
- Help for managers/leaders to develop skills related to coaching, team management, change management and building relationships
- Access to books, articles, websites, online courses and other resources to support leadership development.

Local Initiatives

- Mentoring Programs
- Coaching Programs
- Local Leadership Development programs

# QUESTIONS

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