## General Manager career pathways

## **Graduate to General Manager timeline** Year 3.5 - 5.5: Mid-Level Leadership Year 6+: Year 2 - 3.5: Functional Experience and Swap Year I: Graduate programme (9-12 months) Strategic Leadership (18 months + 18 months) (2 years) Foundational 'Capstone' Strategic First I8 months: FSM, Commercial Manager, AOM, Next I8 months: Role: AGM support to Key Accounts Manager. Bid Writer training across learning in project RD/MD. aligned with health and Role: Site/Technical Manager or Cross-functional swap: or National Operations Manager Focus: operations and safety, business $Site/Technical Manager \longleftrightarrow TSM$ Territory Sales Manager (TSM) Multi-site or multicommercial Focus: finance, digital priorities. functional leadership. functions. (dependent on initial placement) Leading larger teams. tools, and Focus: Strategic planning Managing budgets and performance. leadership. Gaining commercial or and execution. Contributing to strategic projects. Delivering KPIs. operational exposure. Talent development and Preparing for GM readiness assessment. Leading teams. Developing succession planning. Building functional depth. cross-functional agility. Potential progression to RD. 1.1 Technical Supervisor/ Site Supervisor/ 1.1 Manager (conc.) Manager (A+A) Field Sales Manager (FSM) Commercial Manager **Graduate Trainee** Area General General Manager **Area Operations** Manager (AGM) Manager (AOM) Key Accounts Manager Regional Director (RD) **Bid Writer National Operations** Trainee General **Territory Sales** Manager Manager (Second Bounce) Manager (TSM)

Territory Sales
Manager (Second Bounce)

Fast track to General Manager timeline

Year 1: Fast track orientation programme (9-12 months) + Strategic Leadership

• 9-12 month structured orientation.

• Cross-functional project work.

• Direct entry into AGM.

Key:

Concrete route

Aggs and Asphalt routes

All business lines converge

Divert to preferred role

Fast track route

All roles lead to AGM