Transitioning to Leadership

“I just can’t wait to be King….”

“Heavy is the head that wears the crown….”
Transitioning to Leadership

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AGENDA

• Introductions
• Manager vs. Leader
  • Having the Title vs. Having the people
• Execution and Delegation
• From Peer to Leader
  • Managing Relationships
• Accountability
• Managing the Ego
• Breakout Rooms
• Report Out from Breakout Rooms
• Wrap Up
Introductions

• Name
• Organization
• Role
• One Word Descriptor
Before we start......

What has been will be again,
what has been done will be done again;
there is nothing new under the sun.
PRINCIPLE 1: COMMIT TO EXCELLENCE
Set high expectations to achieve results while living out mission and values.

PRINCIPLE 2: MEASURE THE IMPORTANT THINGS
Continuously track progress to achieve results with an improvement mindset.

PRINCIPLE 3: BUILD A CULTURE AROUND SERVICE
Serve others with great care and concern.

PRINCIPLE 4: DEVELOP LEADERS TO DEVELOP PEOPLE
Coach people to be their best at work.

PRINCIPLE 5: FOCUS ON EMPLOYEE ENGAGEMENT
Attend to aspirations and desires in the workplace.

PRINCIPLE 6: BE ACCOUNTABLE
Commit to individual accountability to achieve organizational goals.

PRINCIPLE 7: ALIGN BEHAVIORS WITH GOALS AND VALUES
Apply consistent practices to move the organization in a positive direction.

PRINCIPLE 8: COMMUNICATE AT ALL LEVELS
People know why what they do matters.

PRINCIPLE 9: RECOGNIZE AND REWARD SUCCESS
Value and appreciate people working together to get results.
Manager vs. Leader

- Peer to Leader
- Title vs. People
- Execution & Delegation
- Accountability
- Managing Ego

“You manage things; you lead people.”
~ Grace Murray Hopper
Manager

• Goals
• Maintains Status Quo
• Controls Risk
• Systems/Processes
• Directs

Leader

• Vision
• Change Agent
• Takes Risks
• Relationships
• Coaches
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Leading Former Peers

Navigating Relationships
From Peer to Leader of Peers

Navigating Relationships

• Capitalize on your knowledge of each team member
• Open Dialogue
• Foster Respect vs. Being Liked/Accepted
• Set Appropriate Boundaries
• Manage any resentment
• Don’t be afraid to try different methods
From Peer to Leader of Peers

Navigating Relationships

- Be friendly, not a best friend
- Open door policy is for finding solutions not for unproductive venting
- Treat your leaders like a team, not a family.
- Focus on Leading, not being the boss
• Manager vs. Leader
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• **Title vs. People**
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Title vs. People

Manager has the title. Leader has the people.

Position:
Team “follows” because of the title
Must build respect and grow influence

Permission:
Team “follows” willingly
Two-way communication fosters following

*Five Levels of Leadership*, John C. Maxwell
• Manager vs. Leader
• Peer to Leader
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• **Execution & Delegation**
• Accountability
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Getting it Done... Execution

- Model execution
- Use and share your knowledge
- Get team excited about meeting goals
- Build on prior successes
- Learn from failures
- Be agile/flexible
Achieving Goals Through Effective People Leadership

• Capitalize on individual strengths
• Offer stretch assignments
• Stay close enough to see the roadblocks and pitfalls
• Be the “barrier buster”
• Delegate
Delegation means...  

Delegation means **dividing up your workload and responsibilities**. On the one hand, are tasks you must keep because you're the only person with the experience to complete the task. On the other are tasks that don't demand your expertise, that you can trust your team and colleagues to help with.

**Delegation Myth**

- Delegating to others would mean wasting **time**, losing control of my projects, and worst of all, showing weakness in my ability to get the job done.
- ... Yes, delegating may take more effort up front, but in the long term, it will save you time and allow you to focus on the bigger, more important aspects of your work.
What are the Benefits?

You do more in less time!

• Delegation Promotes Efficiency. ...
• Delegation Takes Work Off Your Plate. ...
• Delegation Helps Develop Employee Skills. ...
• Delegation Encourages Open Communication, Collaboration and Trust.

Effective delegation provides opportunities for people to feel empowered, supported and encouraged; it also gives the leader a chance to dial-down stress by spreading out the workload amongst the team.
Tasks You Should Never Delegate

• Work That Takes Long to Explain. Imagine spending 3 hours explaining something that you could've done in 30 minutes yourself. ...

• Confidential Jobs. Certain matters just cannot be put into the hand of others. ...

• Crisis-Management. ...
Principles of Effective Delegation

• Determine what you will delegate. ...
• Choose the right person to delegate the task to. ...
• Clarify the desired results. ...
• Clearly define the employee's responsibility and authority as it relates to the delegated task. ...
• Establish a follow up meeting or touch points.
On a scale of 1 to 5, rate your use of delegation with your team.
How to Get Over Delegation Guilt

1. Doing it all means that you ignore the jobs only you can do.

2. Hoarding work means no one else gets to grow.

3. People love feeling trusted by you.

4. Sharing the load makes a tighter, happier team.
“Candor isn’t cruel. It does not destroy. On the contrary, any successful feedback system is built on empathy, on the idea that we are all in this together, that we understand your pain because we’ve experienced it ourselves.”

- Ed Catmull
What does an Accountable Leader look like?

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Accountability

• Set Clear Expectations
• Provide Tools and Resources
• Periodic Check-ins/Support
• Model Accountability
Provide Honest Feedback (with Compassion)

Think about the following:

• Does a compassionate leader only deliver positive messages?

• Can you be compassionate and have a difficult conversation at the same time?

• Put in the chat ways you could do both.
“After spiders, snakes, and public speaking, one of our biggest fears is having tough conversations with other people”

Lynne Cunningham – Taking Conversations from Difficult to Doable

“When we avoid difficult conversation, we trade short term discomfort for long term dysfunction.” -Michelle Gibbings
Difficult Conversations With Compassion

- Treat each person with dignity and respect
- Ensure you are fair and consistent with all
- Seek to really understand their position
- Try to empathize with extraneous factors
- Don’t focus on being “right”
- Relationship preservation is a priority

https://www.mhwmag.com/features/featured/how-to-have-tough-conversations-without-damaging-relationships/  Quint Studer
Before the Conversation

Three Things to Remember to do …

1. **Intent**
   - Think about what you want to communicate

2. **Rehearse**
   - Have the conversation personally and rehearse

3. **Wait**
   - Let any raw emotion pass
During the Conversation

Steps to an Effective Conversation

Offer Appreciation and Value
- I value you …
- Thank you for…”

Review what occurred and impact
- “I heard”
- “I saw…”
- I experienced…”
- This is the impact…”

Express Appreciation & Affirmation
- I would want you to tell me if you saw this…
- I appreciate all you do

Taking Conversations from Difficult to Doable – 3 Models to Master Tough Conversations, Lynne Cunningham
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- Manager vs. Leader
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- Delegation
- Accountability
- **Managing Ego**
What Ego?

• We are not right every time
• There are many ways to accomplish goals
• Be open to being held accountable
How have you seen ego show up in place of seeking to understand?
How Ego Shows Up

• Conflict
• Entitlement
• Silos/Lack of Teamwork
• Discourages Creativity and Innovation
Breakout Questions

Question 1:
What has been your biggest surprise in transitioning into your leadership role?

Question 2:
From today’s topics, what is the one area you want to focus on to enhance your leadership role?
What do you plan to do?
Transitioning to Leadership

Final Thoughts

- Leadership Requires Time, Work and Attention
- Titles Do Not Guarantee Followers
- Manage Former Peer Relationships
- Execute on Your Responsibilities and Know When to Delegate
- Be Accountable/Hold Your Team Accountable/Have the Conversation
- Tame Your Ego
Reading List:

- Five Levels of Leadership
- Monday Morning Leadership
- Patients Come Second
- Crucial Conversations
- No Ego
- The Checklist Manifesto
Thank you!!