

## Effective Leadership Qualities



Reflect on an effective leader

Reflect on your own leadership skills



“Managers can be appointed. Leaders must be ratified in the hearts and minds of those who work for them”

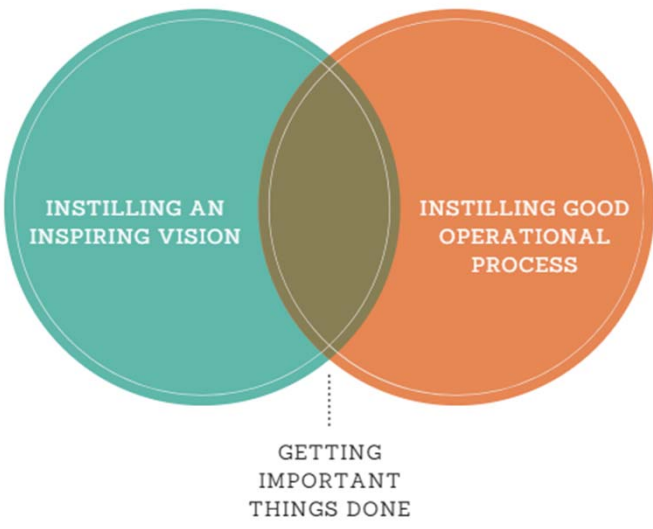
John Adair



## Management vs Leadership



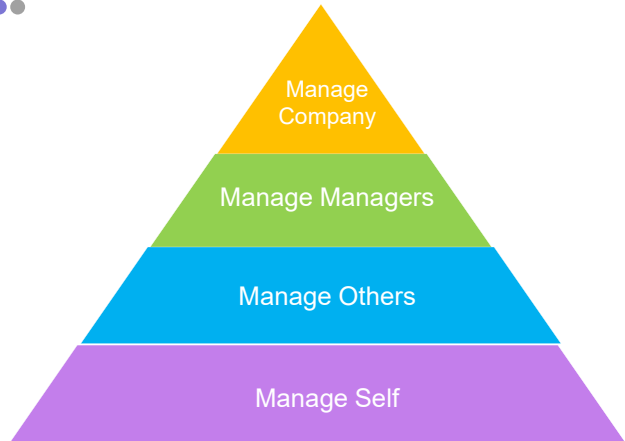
### Management vs Leadership



### Leadership Attributes



## Levels of Leadership



The essence of each level varies significantly  
Scope and responsibility increase

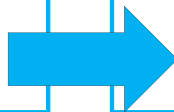


## The Shift: Scenario 1



As a Manager of Self, I take directions from a manager who typically has a high degree of knowledge about the work to be done.

As a Manager of Others, I give work direction and help set day-to-day priorities, sometimes adjusting them on the fly.



## The Shift: Scenario 2



As a Manager of Others, I give work directions and help set day-to-day priorities, sometimes just adjusting them on the fly over those in my own area of expertise



As a Manager of Managers, I create operating plans for multiple teams in support of a strategy. I am much more removed from the day-to-day processes and ensure things run smoothly without my direct involvement.



## The Shift: Scenario 3



As a Manager of Others, I have direct contact with the employees who are completing the work.



As a Manager of Managers, I have indirect contact with employees who are completing the work. There is a level of management in between.



## The Shift: Scenario 4



As a Manager of Others, I provide direction and answers in order for others to move forward.



As a Manager of a Managers, I build my Managers' capabilities and their autonomy. I provide less direction and fewer answers. I ask questions and coach in order to develop this broader capability.



## Leadership Transitions Differentiators



1. What leaders **Value**
2. How leaders spend their **Time**
3. What **Capabilities** leaders demonstrate

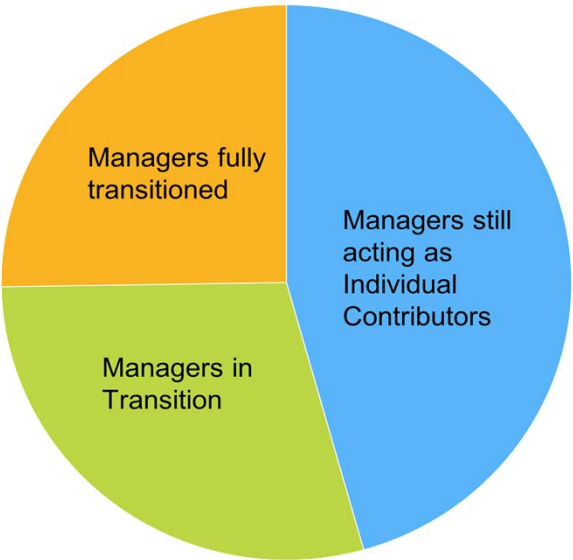




# Transition Troubles



# Managers Who Transition



# Transition Benefits For The Individual

Reduces stress of learning a new role

Heightens awareness of needed additional skills

Helps the individual understand how one fits into the larger whole

Establishes a full understanding of a new identity



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## Transition Benefits For the Organization



- Helps to identify and prevent potential pipeline failures.
- Reveal “hidden” leadership problems at every organizational layer.
- Provides a system to guide development.
- Learning occurs at the right time.
- Facilitates selection, performance management, succession planning, and leadership development.



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## Case Study Exercise



**Directions:** Read through the following case study. Using your own experience and insights, complete the following with your assigned group:

Identify a list of indicators that point to the fact that Ron has made a full transition to Manger of Managers.



## To-Do List Exercise



## Time Allocation Exercise



1. What ideas do you have for increasing the amount of time you spend managing 'up' and 'out'?
2. What specifically are you going to do differently when you return to the office?
3. What obstacles might you encounter when you try to implement some of these changes related to how you spend your time? How will you overcome these?
4. What are the consequences if you don't transition? (others, myself, my organization)



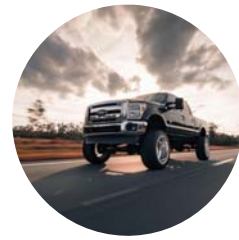
## Leadership Transitions & You!



Celebrate the Good



Acknowledge the Transition



Prepare for the Long Haul





**“Leaders don’t create followers, they create more leaders.”  
Tom Peters**

## Additional Course Offerings & Survey



For additional course offerings please see my website:  
<https://angelatrego.wordpress.com/>

Please complete the survey (it takes 3 minutes)

A hand holding a black smartphone. The screen of the phone is white and displays a green URL. The phone is held vertically, and the hand is visible on the right side of the frame.

<https://tinyurl.com/tregoengr>



## Additional Insights



- **The Leadership Pipeline: How to Build the Leadership-Powered Company**
  - S. Drotter, R. Charan and J. Noel: Jossey-Bass.
- **Building A Leadership Brand**
  - D. Ulrich and N. Smallwood: Harvard Business Review.
- **How Leaders Create and Use Networks**
  - H. Ibarra and M Hunter: Harvard Business Review.
- **<https://knowledge.insead.edu/blog/insead-blog/how-to-act-and-think-like-a-leader-3894>**
- **To Be A Great Leader You Have to Learn How to Delegate Well.**
  - J. Sostrin. Harvard Business Review

