

**TOMORROW'S**  
**TOP PRODUCER >>>**

PREPARE 2  
**THRIVE**

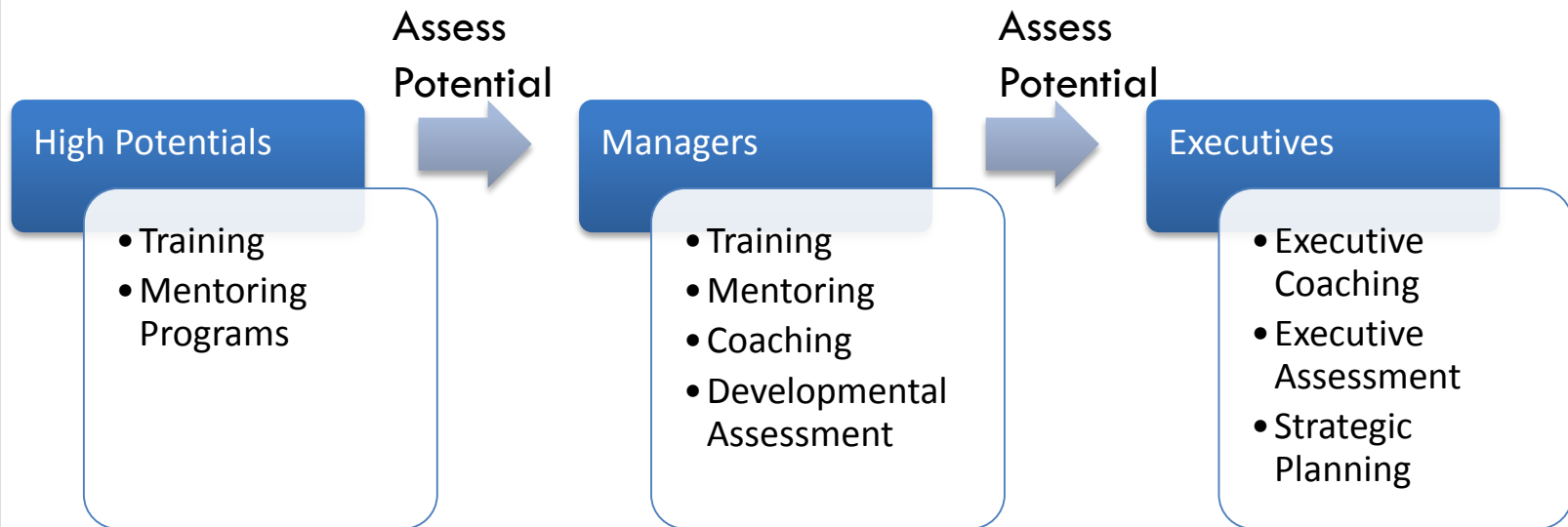
# Transitioning from Doer to Manager

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The Leadership Effect



# The Leadership Effect



# Agenda

- Discussion:
  - Challenges of developing leaders
- Leadership Pipeline
- Developmental Model
  - Attraction
  - Selection
  - Attrition
- Systemic Solutions

# Opening Discussion

- What challenges do you see as 'doers' move into leadership roles?
- What have you seen work?

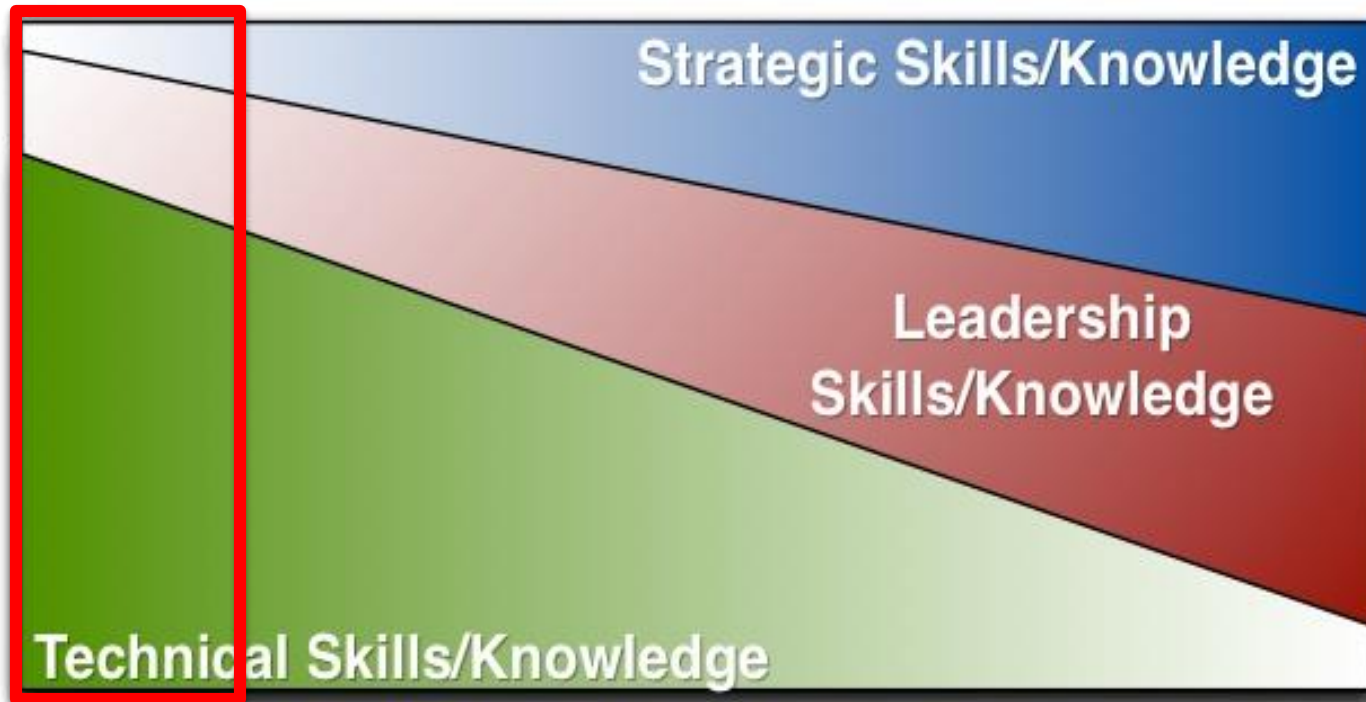
# Leadership Pipeline\*

- As 'doers' ascend from tactical to strategic roles, they change:
  - Skills required
  - Orientation to time
  - Value of work



\*Adapted from Charan, Drotter, & Noel (2011). *The Leadership Pipeline*.

# Leadership Pipeline



————— Increasing Responsibility —————>

# Technical vs. Operational Work

- Much of the expertise in operational roles is stored in process and technology
  - Information systems, logistics, processes
- Technical expertise is placed on par with interpersonal skills
  - Recognition, feedback for being a good team member
  - Allows opportunities to practice interpersonal skills needed for leadership

# Challenges for New Leaders

- Hybrid roles
  - Spend more time (hide) on technical side of job
- “Hard” vs. “Soft” skills
  - “I’m an engineer. Management should be easy.”
  - Technical skills more important than leadership skills
  - Think management can be reduced to a checklist
- Technical experts are intelligent
  - Can argue with and push back
  - Wear down others



# Challenges for New Leaders

- Technical success is visible
  - Leadership success is more subtle
- Technical training often does not teach leadership skills

# Systemic Underpinnings

- Performance management and reward systems
  - Geared toward technical performance
  - Production vs. building a team
- Culture emphasizes individual contributions
  - “World class surgeon”
  - Employee of the Year
- Less accountability for leadership
  - Boss also doer, may not know how to coach

# Motivation for Advancement

- Recognition
  - Title, authority, pay
- Career progress
- Want to be in charge
  - Or, don't want someone else in charge
  - Do not want responsibility for others



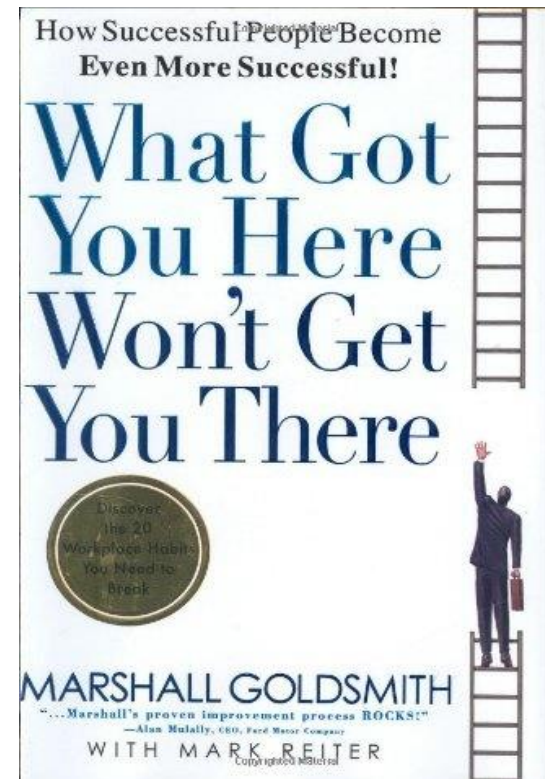
# Risk of Damage

- Turnover
- Strategic mistakes
- Time, energy, resources spent fixing things
- Damage to culture

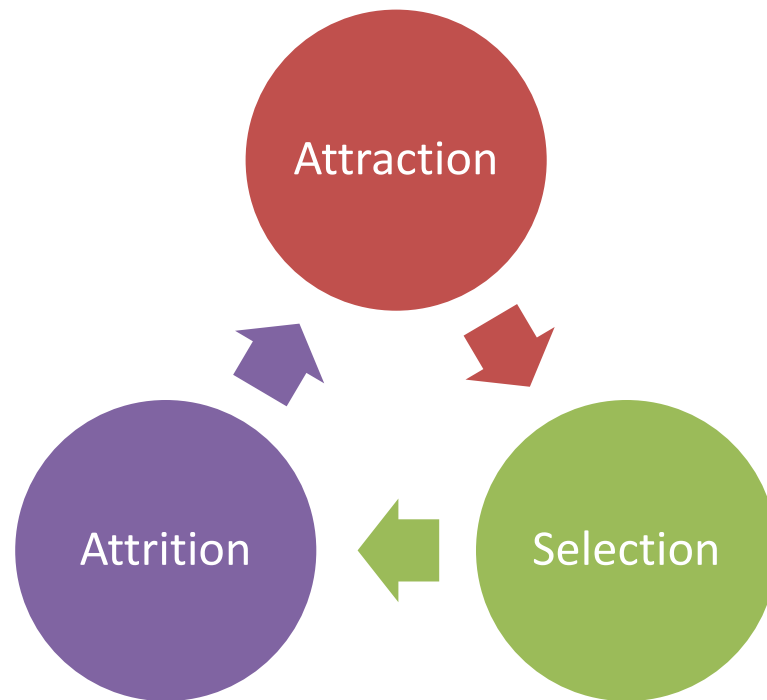


# Technical & Leadership Competence

- Talents that make successful 'doers' become de-railers
  - Competitiveness
  - Perfectionism
- Technical value overpowers leadership incompetence



# Development Model



- ‘Doers’ have self-selected to technical roles
- We need to help them see the leadership role clearly

# Attraction

- Understand skills/ competencies for leadership
- Give responsibility for work outside of technical expertise
- Promote learning sessions that transition from 'doer' to leadership
  - Reflections from those who have made the transition
  - Describe “Day in the Life” challenges
  - Realistic job previews

# Attraction

- Define clear expectations for the first move into leadership
  - Establish checkpoints
  - Mentoring and learning reinforcement
- Assess readiness for leadership and technical skills
  - Work samples
  - Interviews
  - Temporary roles

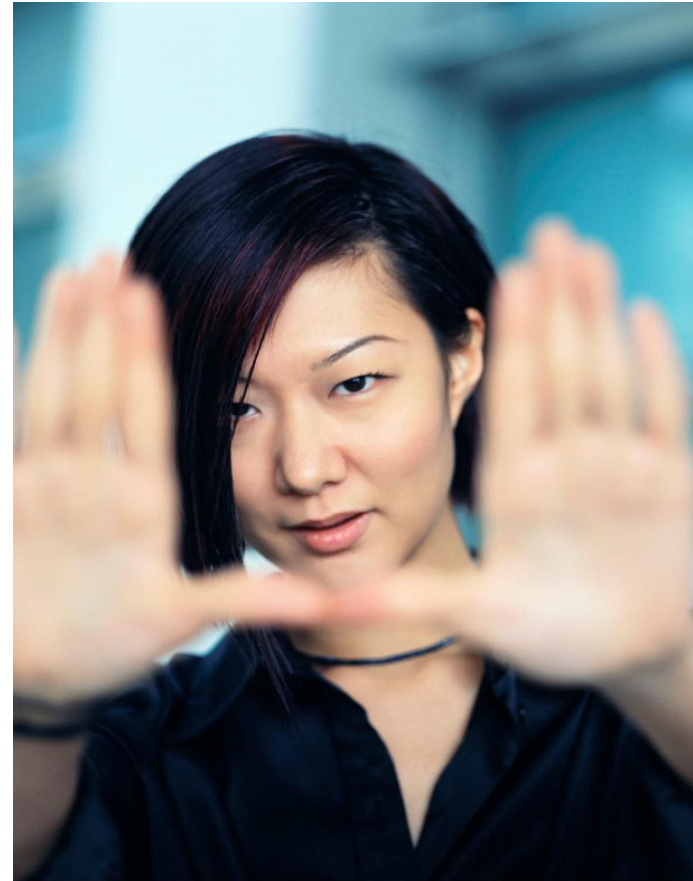


# Attraction to Selection

- Conduct a career interview/ reflection
  - Look for a desire to have a broader impact than on the immediate project
  - Look for high achievement drive
  - Look for consideration of others
- Discuss the selection criteria
  - Technical work to team leadership

# Selection

- Rigorous process
- Consider multiple attributes
  - Technical depth
  - Leadership skills
  - Potential to move higher
- Tools
  - Panel interviews
  - 3<sup>rd</sup> party assessments
  - Simulations



# Selection

- Follow an on-boarding program
- Use a leadership buddy system
- Make clear the transition is a change in career not job
- Provide additional leadership training
- Create progress milestones and feedback
  - 360s
  - Skip level reviews

# Selection to Attrition

- Make it safe to test out leadership roles
  - Narrow focus leadership roles
  - Early failures should not stifle careers
- Leverage developmental feedback for those who:
  - Have been through the selection process but have not progressed
  - Are taking on leadership roles

# Attrition

- Establish clear expectations
  - Create a culture that allows for multiple transitions
  - Focus on the individual and the team being happy and effective
- Intervene earlier
  - Don't wait to confront behavior
  - Don't give them a pass, clean up their messes
- Be willing to part ways
  - With those damaging the organization
  - Where there isn't a fit

# Systemic Support

- Seek leadership role models
- Consider technical career paths
  - Title, pay that does not involve people leadership
- Adjust HR processes to value leadership



# Systemic Support

- Use coaching and mentoring
- Provide recognition for leadership performance
- Celebrate “family trees”
  - Leaders who develop others
- Examine failure & seek feedback
  - What was missing?
  - What surprised them?
  - What challenges were most difficult?

# Questions?





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