

TOMORROW'S
TOP PRODUCER >>>

PREPARE 2
THRIVE

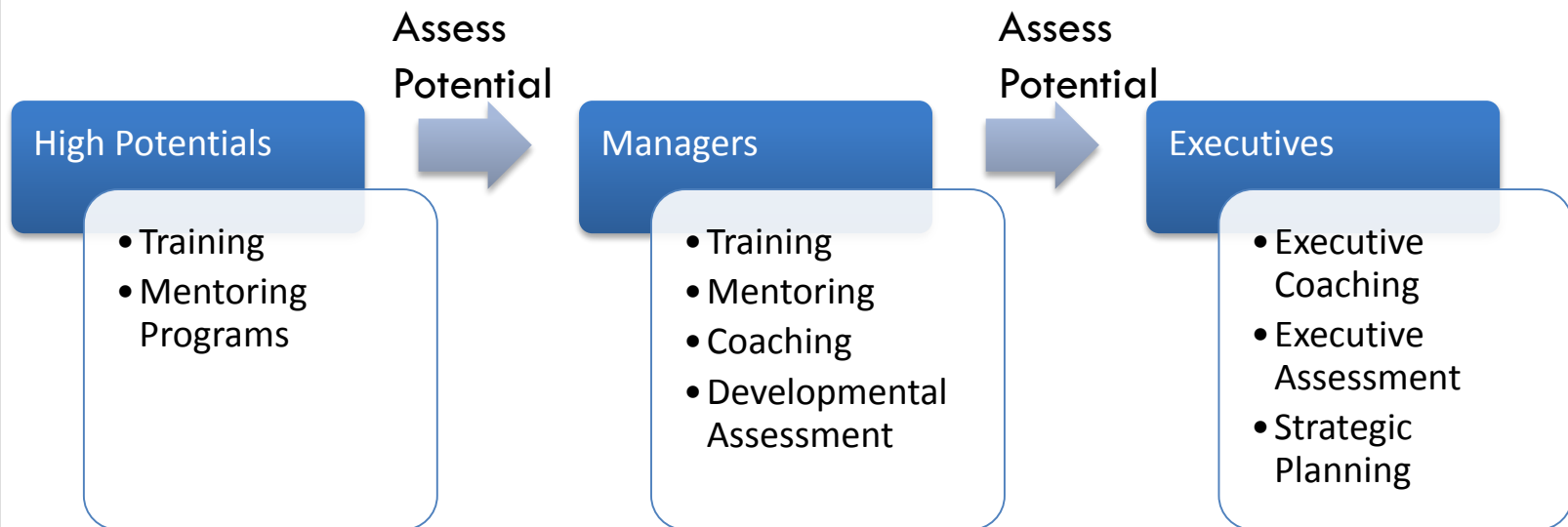
Transitioning from Doer to Manager

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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?

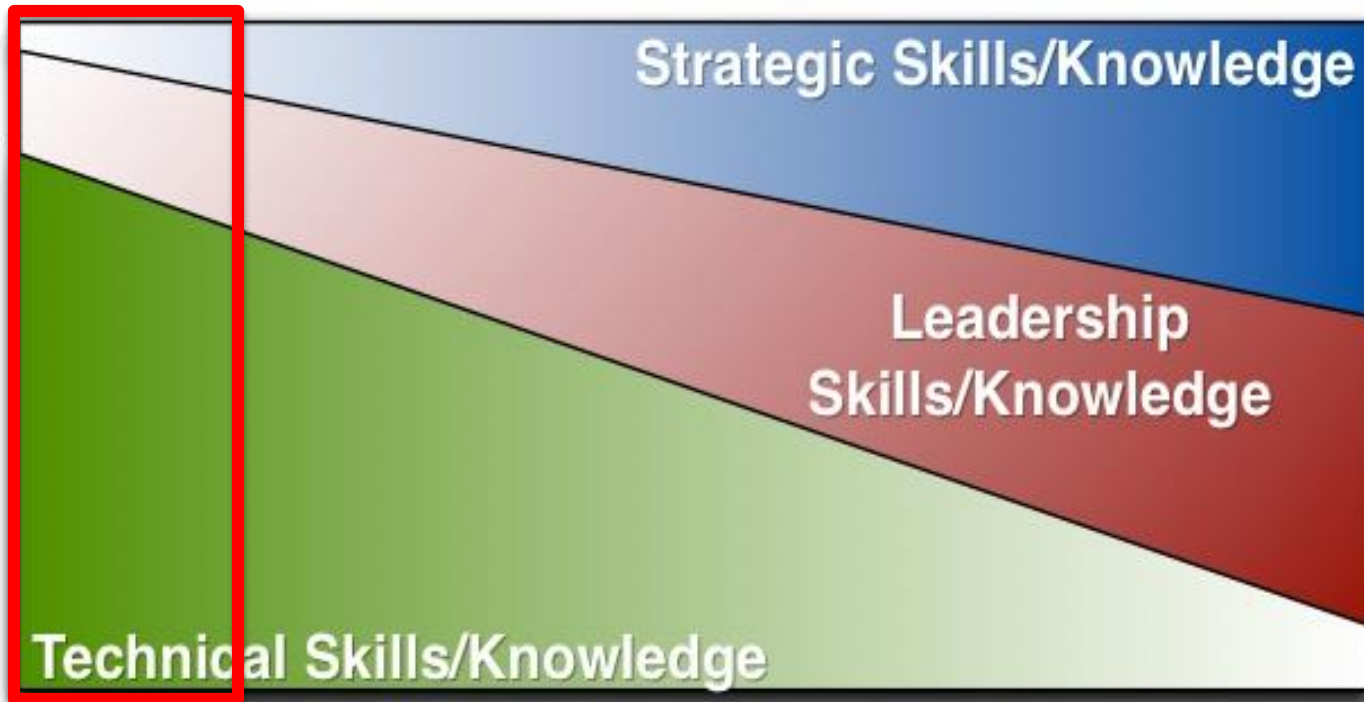
Leadership Pipeline*

- 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



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



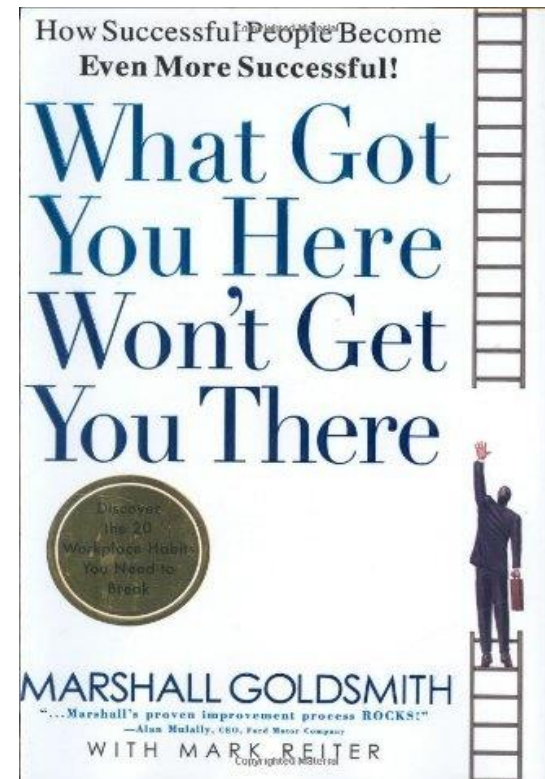
Risk of Damage

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

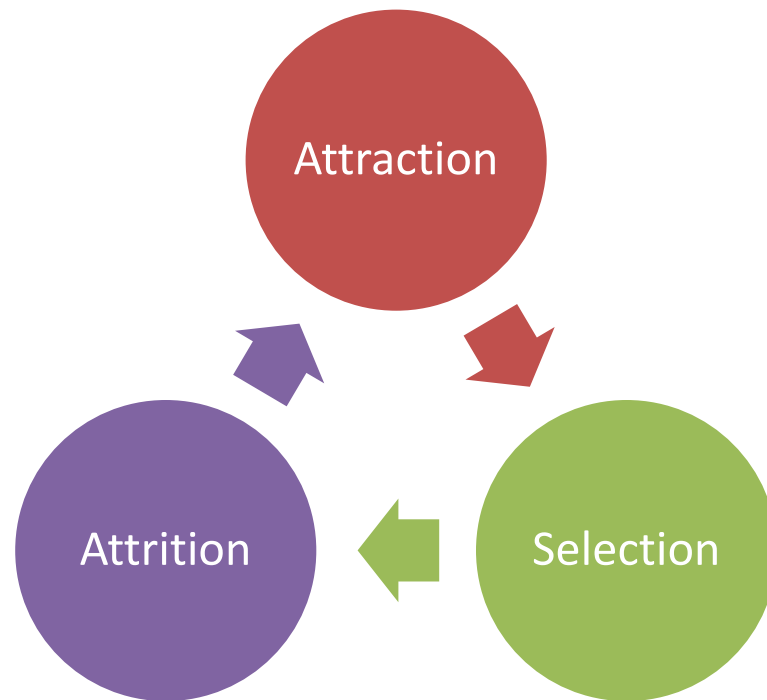


Technical & Leadership Competence

- 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

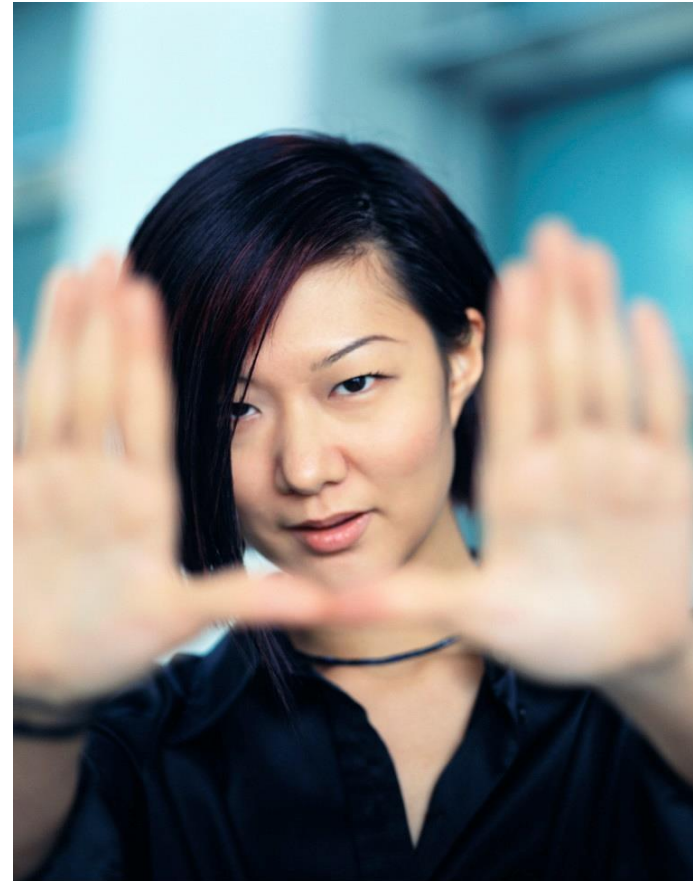
- Define clear expectations for the first move into leadership
 - Establish checkpoints
 - Mentoring and learning reinforcement
- Assess readiness for leadership and technical skills
 - Work samples
 - Interviews
 - Temporary roles

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
 - 3rd 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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