

Empowering the Transition: When Experts Become People Leaders



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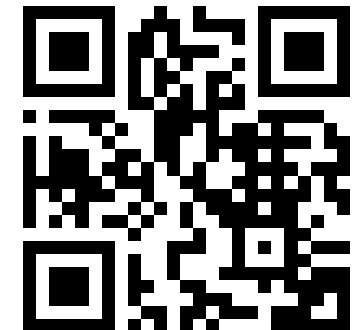
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Questions we will explore today

Key reflections

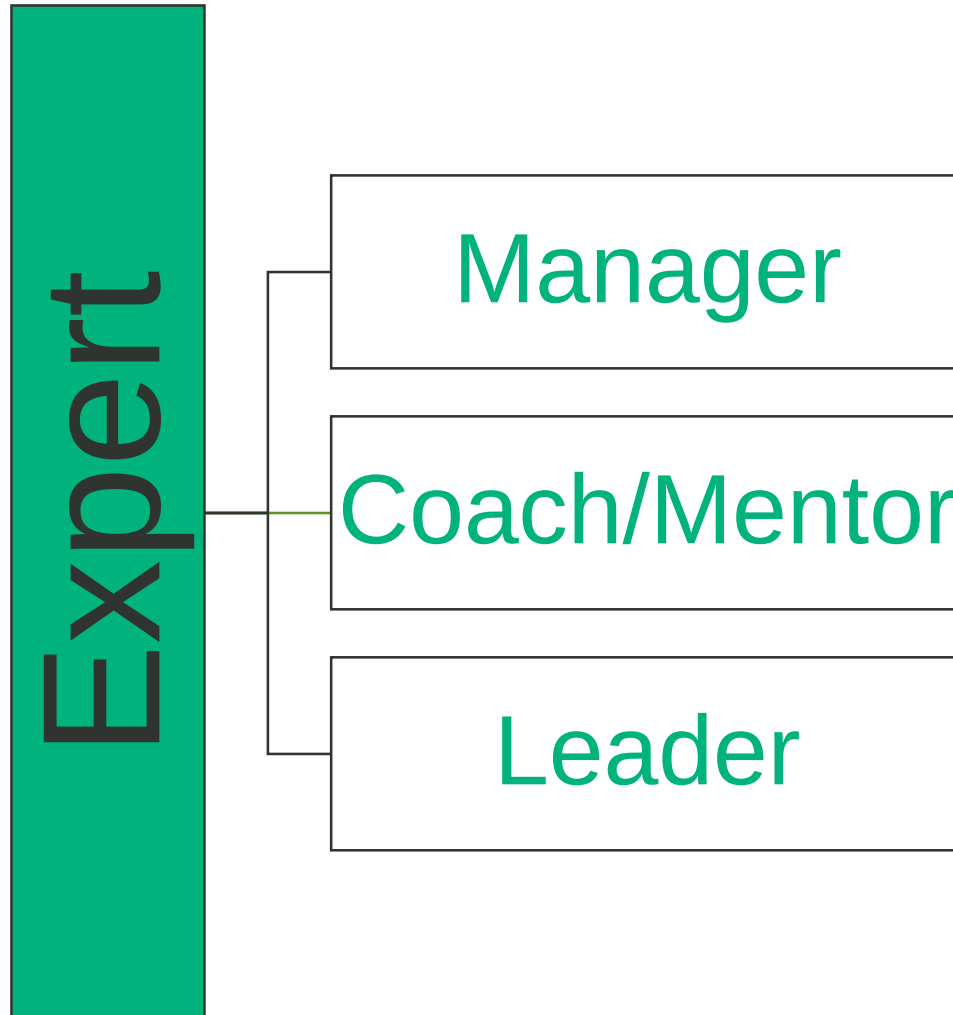
1. What changes in the transition from expert to people leader?
2. How can we support this transition?



1. The transition to people leader



The Gaps



Operational: Deadlines, Assigning of tasks

Human: Creating the environment, motivating

Knowledge: technical, soft skills

Skills: Technical, Human

Growth plan

Influencing key stakeholders

Transmitting vision

Increasing team performance

Speed exercise

In pairs, discuss with the person next to you which moments these type of individuals might find challenging when they become leaders.

Timing: 5 minutes

I am

- I prefer to listen than to speak
- I'm a doer
- I dislike conflict
- I don't like being assertive
- I'm a perfectionist

The transition in me

I am	I need to be
I prefer to listen than to speak	I need to transmit vision
I'm a doer	I need to reach a consensus
I dislike conflict	I need to give negative feedback
I don't like being assertive	I need to say when I disagree
I am a perfectionist	I need to delegate to others
I care about people a lot about people	I need to manage my work-life balance
I'm clear and direct	I need to speak less and listen more

Check-in

**Which of the statements
resonates
with you the most?**



2. How can we support this transition?



A nurturing environment

Openness, Compassion and Trust



The pitfalls

Imposter Syndrome	They think I was not the one who should have been promoted They have more expertise than I do They can't see the work I do and may think I'm not pulling my weight I have to work the hardest and be the last to leave
Managing my own needs and energy	I have to always be available I feel sandwiched between the top and my people I have no one to share my frustrations with
Managing the expectations of others	Everyone has an opinion on leadership Is it ok for me not to be available

It's not easy being a leader

A bad leader can take a good staff and destroy it, causing the best employees to flee and the remainder to lose all motivation

jmlalonde.com

"People don't leave bad jobs; they leave because of bad leaders, poor management and a lack of appreciation for their worth."

Leadership First

Bad leaders care about who is right.

Good leaders care about what is right.

Simon Sinek

“

"A leader must be able to identify when their own EGO has become TOXIC"

Adrian Grant

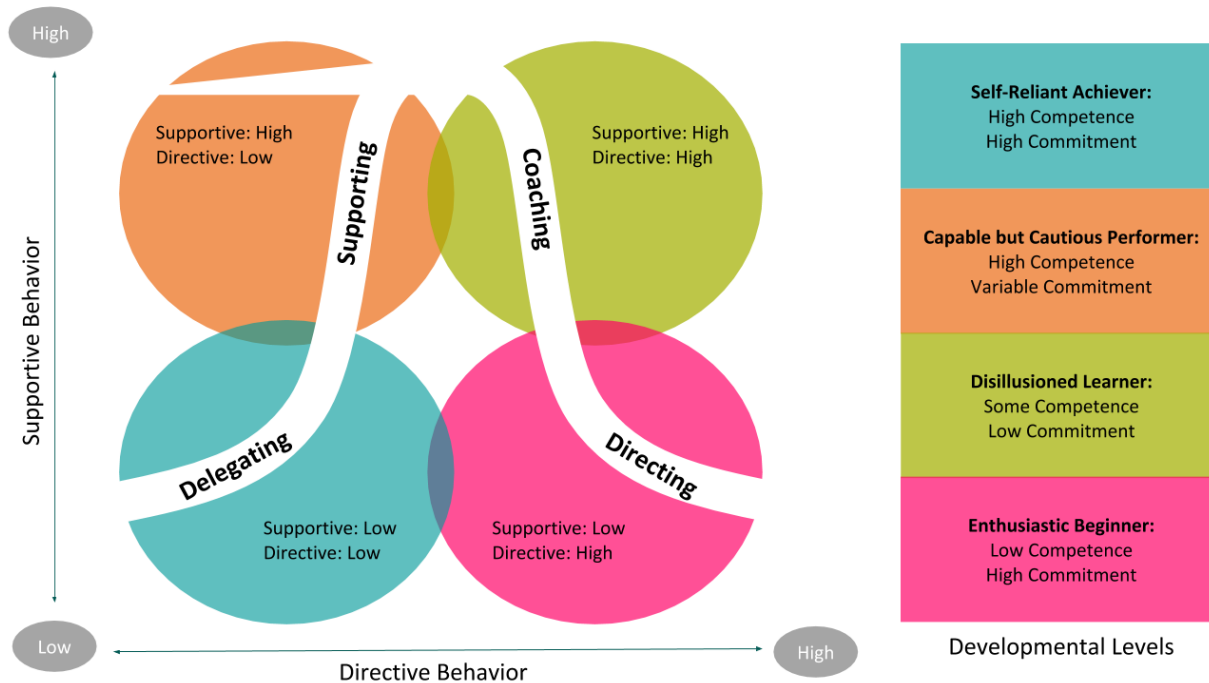
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The Journey to “Leader Being”



Applied Leadership: Experts need practical, real and pragmatic

Hersey-Blanchard Situational Leadership Theories

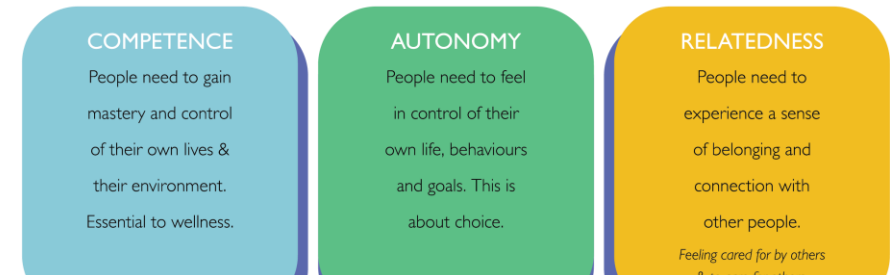


*This graphic combines elements of the Hersey-Blanchard Situational Leadership Theory & Blanchard's revised Situational Leadership Theory II

Simple tools and frameworks they can apply

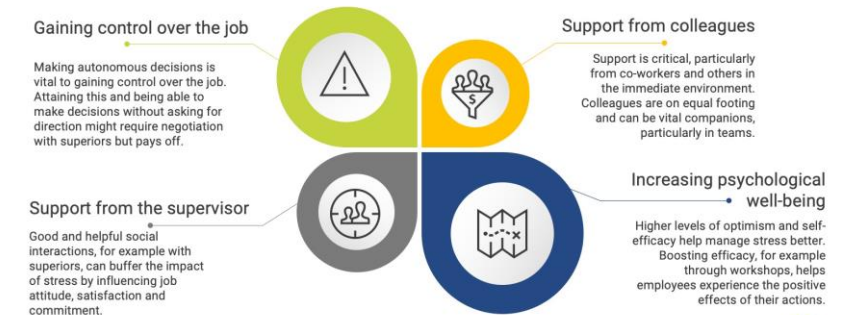
self-determination theory

HUMAN BEINGS HAVE THREE BASIC NEEDS:



How the Job-Demand-Control-Support Model works

When job demands are high and employees feel pressured, gaining control of the job and developing strong relationships with others helps to cope with stress. The JBCS model supports this using the following principles:

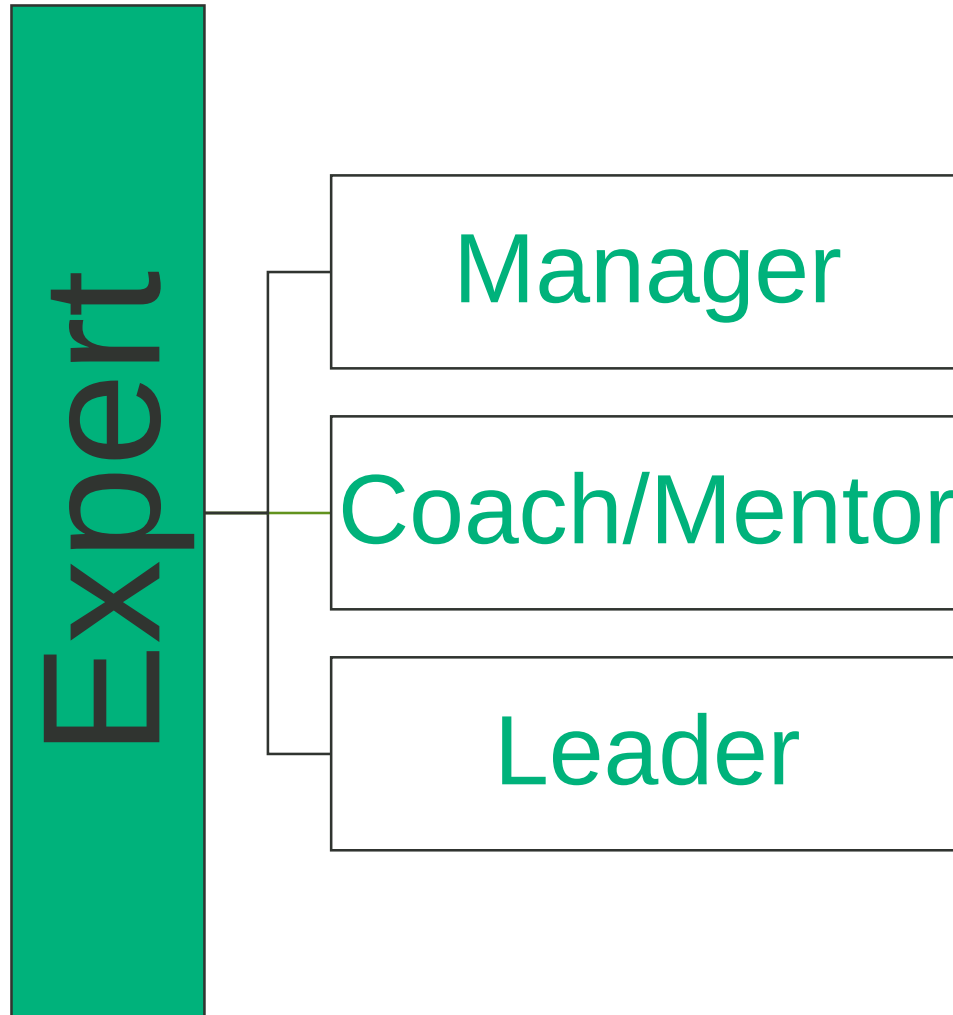


See Karasek & Theorell (1990), Treiber & Davis (2012), Rubino et al. (2012).

www.ckju.net | CQ Net - Management skills for everyone!

To know it is based on robust theory + research

The Gaps



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Transmitting vision

Increasing team performance

Awareness

Answering the question:
Why is it important for
me to define and
transmit a vision?
Supporting it.



Leader Doing

Participants analyse how the team is currently performing and creates a vision of where they need to be one year from now.

What's in a SWOT analysis?

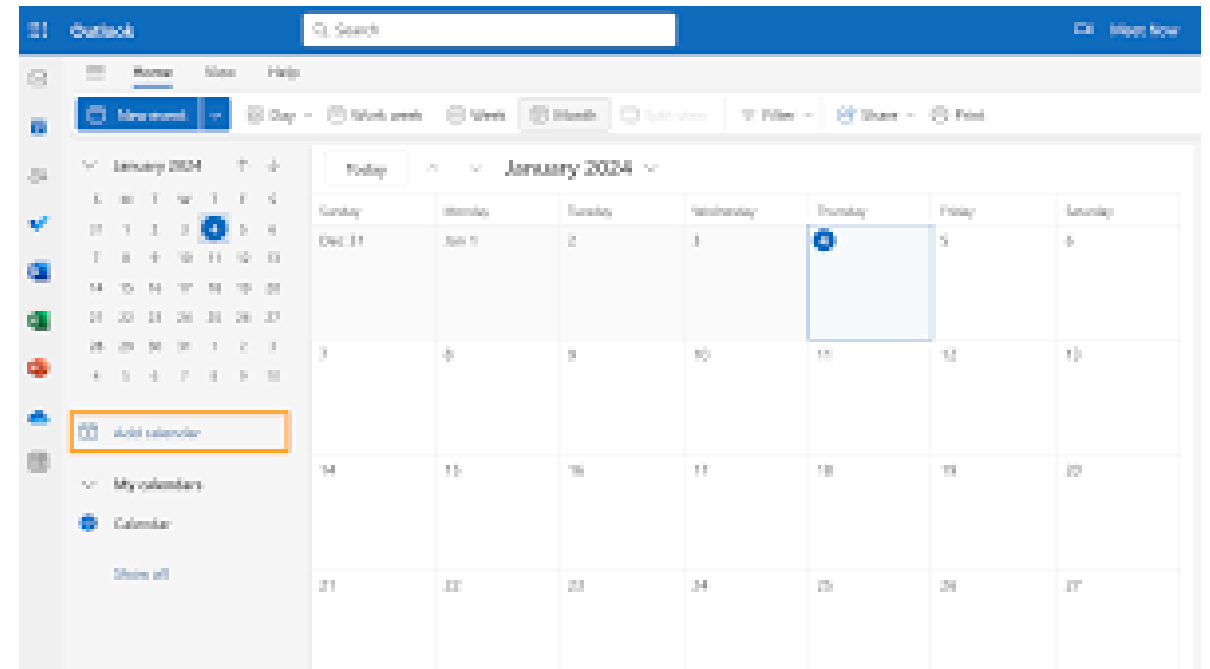


Leader Implementing

Participants:

Practice the talk they will give to “try how it sounds”

Schedule the moment with the team



**Does this way of
working reflect with
what you are currently
doing?**



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THANK YOU



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