



leadership maturity

- ► **Self Awareness**
- ► **Letting Go and Working Differently**

letting go and working differently

It's not easy to transition from individual contributor to expert leader. To step into this role requires letting go of the work, assigning it to others, and trusting them to deliver.

Alongside their individual responsibilities (planning, driving initiatives, tackling complex challenges), leaders are accountable for the entire team's success. The constant need to context switch between these two types of work can be confusing, overwhelming, and even exhausting. Where should I focus my time and energy? Most managers keep doing what they always did, thinking, "After all, it got me this far." However, now they are required to take on a different set of tasks and skills such as developing others, giving feedback, communicating expectations, addressing interpersonal issues and helping others to be successful too. It can often feel like a lot of extra work.

When faced with these mounting challenges, less mature leaders tend to "pedal faster," relying on their hard work to reach their goals. More skilled leaders realize that they can "shift gears" (learn and deploy new leadership skills) to get more power with the same effort.

Learning to lead others well can be one of the most frustrating -- or rewarding -- inflection points in your career.

mindset

See a problem/fix a problem

Guide others to find solutions

Attention

My solutions / what's worked for me

New solutions / what's possible

Demonstrate my competence

Develop others' competence

React with unfocused emotion

Work toward solutions with purpose

Define success by my contribution

Define success by my team's contribution

Short-term gains

Long-term investments

People issues interrupt my work

People issues are my work

Time

Reactive / the day manages me

Proactive / I manage the day

skill set

Tactical

Strategic

Questions

Rely on closed questions

Rely on open questions

Talk/tell 80%

Talk/tell 20%

Listens 20%

Listens 80%

Listening

Multi-task/easily distracted

Focused/engaged

Listens to support my own POV

Listens with curiosity to understand

Click the tick marks where you find yourself most often in your current role.

Choose two facets that would have the biggest impact on your growing maturity as a leader if you transitioned to the right. Circle those two facets to indicate the shift.