Transitioning to Leadership

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Areas to Explore

- Leadership Defined
- The Transition Process
- Execute the 3 C’s
- Keys to Success
- Wrap Up / Q & A
What is Leadership?

• You Tell Me
Or, Another Definition…

- The art of motivating a group to achieve a common goal.
Understanding the Transition Process
Key Transitions

“Leadership in the Trenches”

- (High) Strategic/Administrative skills
- (Low) Tactical/Technical skills

- “Senior Administrator”
- “Mid-level Mgr/Director”
- “First line Supervisor”
- “Individual Contributor”

ASU
### Leadership Transitions

<table>
<thead>
<tr>
<th>Individual Contributor</th>
<th>Supervising Others</th>
<th>Leading Leaders</th>
<th>Leading the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Do the work …</strong></td>
<td><strong>Accomplish work</strong></td>
<td><strong>Transition from</strong></td>
<td><strong>Develop vision and</strong></td>
</tr>
<tr>
<td><strong>What are the</strong></td>
<td><strong>through others</strong></td>
<td><strong>managing to</strong></td>
<td><strong>strategy … Should we</strong></td>
</tr>
<tr>
<td><strong>objectives and what</strong></td>
<td><strong>… How do we get</strong></td>
<td><strong>leading … Can we</strong></td>
<td><strong>do it?</strong></td>
</tr>
<tr>
<td><strong>do I need to get it</strong></td>
<td><strong>it done?</strong></td>
<td><strong>do it?</strong></td>
<td><strong>- Allocate resources</strong></td>
</tr>
<tr>
<td><strong>done?</strong></td>
<td></td>
<td></td>
<td><strong>- based on long-term</strong></td>
</tr>
<tr>
<td>• Independence</td>
<td>• Learn to value</td>
<td>• Shift from</td>
<td><strong>- sustainability</strong></td>
</tr>
<tr>
<td>• getting results</td>
<td>managerial work</td>
<td>tactical to</td>
<td><strong>- Lead with an</strong></td>
</tr>
<tr>
<td>• through personal</td>
<td>• Assume</td>
<td>strategic</td>
<td><strong>- enterprise/cross</strong></td>
</tr>
<tr>
<td>• proficiency</td>
<td>responsibility for</td>
<td>• Review plans</td>
<td><strong>- geography focus</strong></td>
</tr>
<tr>
<td>• Build teamwork &amp;</td>
<td>others</td>
<td>&amp; align to</td>
<td><strong>- Build networks and</strong></td>
</tr>
<tr>
<td>• collaborative</td>
<td>• View self as part</td>
<td>objectives</td>
<td><strong>- alliances</strong></td>
</tr>
<tr>
<td>• relationships</td>
<td>of “management”</td>
<td>• Develop a</td>
<td><strong>- Maintain external</strong></td>
</tr>
<tr>
<td>• Accept company</td>
<td>• Communication &amp;</td>
<td>cross-functional</td>
<td><strong>- industry perspective</strong></td>
</tr>
<tr>
<td>• values &amp; culture</td>
<td>climate setting</td>
<td>focus</td>
<td><strong>- Communicate and</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>- nurture the values</strong></td>
</tr>
</tbody>
</table>

Adapted from: Ram Charan, Stephen Drother, and James Noel’s *The Leadership Pipeline: How To Build the Leadership-Powered Company.* (2001), San Francisco CA: Jossey-Base.)
Job Transitions are One of Life’s Biggest Challenges

U.S. LEADERS’ RATINGS OF LIFE’S MAJOR STRESSORS:

<table>
<thead>
<tr>
<th>Stressor</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bereavement/stress</td>
<td>48.1</td>
</tr>
<tr>
<td>[Tie] Becoming a parent and family issues</td>
<td>41.3</td>
</tr>
<tr>
<td>Making a leadership Transition</td>
<td>39.3</td>
</tr>
<tr>
<td>Managing teenagers</td>
<td>35.9</td>
</tr>
<tr>
<td>Health issues</td>
<td>35.1</td>
</tr>
<tr>
<td>Getting married</td>
<td>34.8</td>
</tr>
<tr>
<td>Dealing with divorce</td>
<td>29.3</td>
</tr>
<tr>
<td>Moving/relocating</td>
<td>27.6</td>
</tr>
</tbody>
</table>

Leaders in Transition: Stepping Up, Not Off (2007 survey of 400 leaders at different levels) by Matt Paese, Ph.D.
Building Peak Performance
“The 3 C’s”

1. **Competence** – selecting, developing and retaining employees; building teams.

2. **Clarity** – delegating specific tasks, setting clear expectations with schedules and procedures to be followed.

3. **Commitment** – creating an environment of trust, support, respect and loyalty.
Competence ... Talent & Experience

**Team Architect**
Select and train new people; develop and retain top talent; match skills with job function.

**Coach**
Direct and encourage outstanding performance; teach and skill build; create opportunities to grow through experience.
Clarity … Roles & Goals

**Leader**
Define a team charter; design work roles and processes; set priorities for growth and impact; provide regular communication and feedback.

**Driver/focusing on results**
Plan and organize; define goals; delegate responsibilities; set expectations and standards for speed, quality, and desired outcomes; seek to remove barriers; manage and evaluate performance
Commitment … Meaningfulness & Respect

**Morale builder**
Create an environment of trust and respect; communicate/interact in a way that inspires and energizes; explain and serve as confidant; recognize and reward.

**Model/setting the example**
Model the right behaviors and attitudes.
The 3 C’s

- You have to be able to do all three well.
The 3 Keys

- Self Knowledge
- Self Awareness
- Continuous Learning
Key to Success – Self Knowledge

- Why do you want to be in leadership?
- What is your natural style? How do you know?
- What are your strengths? Your weaknesses?
- What interests you? What bores you to tears?
# Key to Success – Self Awareness

Learn the basics of emotional intelligence

## Emotional Intelligence: A Primer

Emotional intelligence – the ability to manage ourselves and our relationships effectively – consists of four fundamental capabilities: self-awareness, self-management, social awareness, and social skill. Each capability, in turn, is composed of specific sets of competencies. Below is a list of the capabilities and their corresponding traits.

### Self-Awareness

- **Emotional self-awareness:**
  - the ability to read and understand your emotions as well as recognize their impact on work performance, relationships, and the like.

- **Accurate self-assessment:**
  - a realistic evaluation of your strengths and limitations.

- **Self-confidence:**
  - a strong and positive sense of self-worth.

### Self-Management

- **Self-control:**
  - the ability to keep disruptive emotions and impulses under control.

- **Trustworthiness:**
  - a consistent display of honesty and integrity.

- **Conscientiousness:**
  - the ability to manage yourself and your responsibilities.

- **Adaptability:**
  - skill at adjusting to changing situations and overcoming obstacles.

- **Achievement orientation:**
  - the drive to meet an internal standard of excellence.

- **Initiative:**
  - a readiness to seize opportunities.

### Social Awareness

- **Empathy:**
  - skill at sensing other people’s emotions, understanding their perspective, and taking an active interest in their concerns.

- **Organizational awareness:**
  - the ability to read the currents of organizational life, build decision networks, and navigate politics.

- **Service orientation:**
  - the ability to recognize and meet customers’ needs.

### Social Skill

- **Visionary leadership:**
  - the ability to take charge and inspire with a compelling vision.

- **Influence:**
  - the ability to wield a range of persuasive tactics.

- **Developing others:**
  - the propensity to bolster the abilities of others through feedback and guidance.

- **Communication:**
  - skill at listening and at sending clear, convincing, and well-tuned messages.

- **Change catalyst:**
  - proficiency in initiating new ideas and leading people in a new direction.

- **Conflict management:**
  - the ability to de-escalate disagreements and orchestrate resolutions.

- **Building bonds:**
  - proficiency at cultivating and maintaining a web of relationships.

- **Teamwork and collaboration:**
  - competence at promoting cooperation and building teams.
Key to Success – Continuous Learning

• Make it a quest to be better.

• Seek and react to feedback.

• Stretch your comfort zone.

• Network – be known.

• Follow trends in higher education.
Summary

You can do this! Just understand...

- What the role calls for.
- How to manage the transition.
- How to focus on what matters.
- How to be as effective as possible.
Q & A

Thank You!