Welcome to **Next Level Leadership for Emerging and Current People Leaders**

1. Please rename yourself on Zoom
   - Name
   - Agency
   - Pronouns

2. Answer our check-in question in the chat:

"What do you enjoy about being a leader?"

HELLO
MY NAME IS

**Jay Winston, M.S.
(She/her/hers)**

Badger Alumna

World Traveler

Thalassophile

Dog Mom

Foodie

Group Agreements

Be Present	*Take Space*	*Make Space*
Take Notes	*Be Curious*	*Ask Questions*

Additions?

Story Time

Horizontal Development (Skills)

Leadership Journey

Action Plan

Vertical Development (Mind)
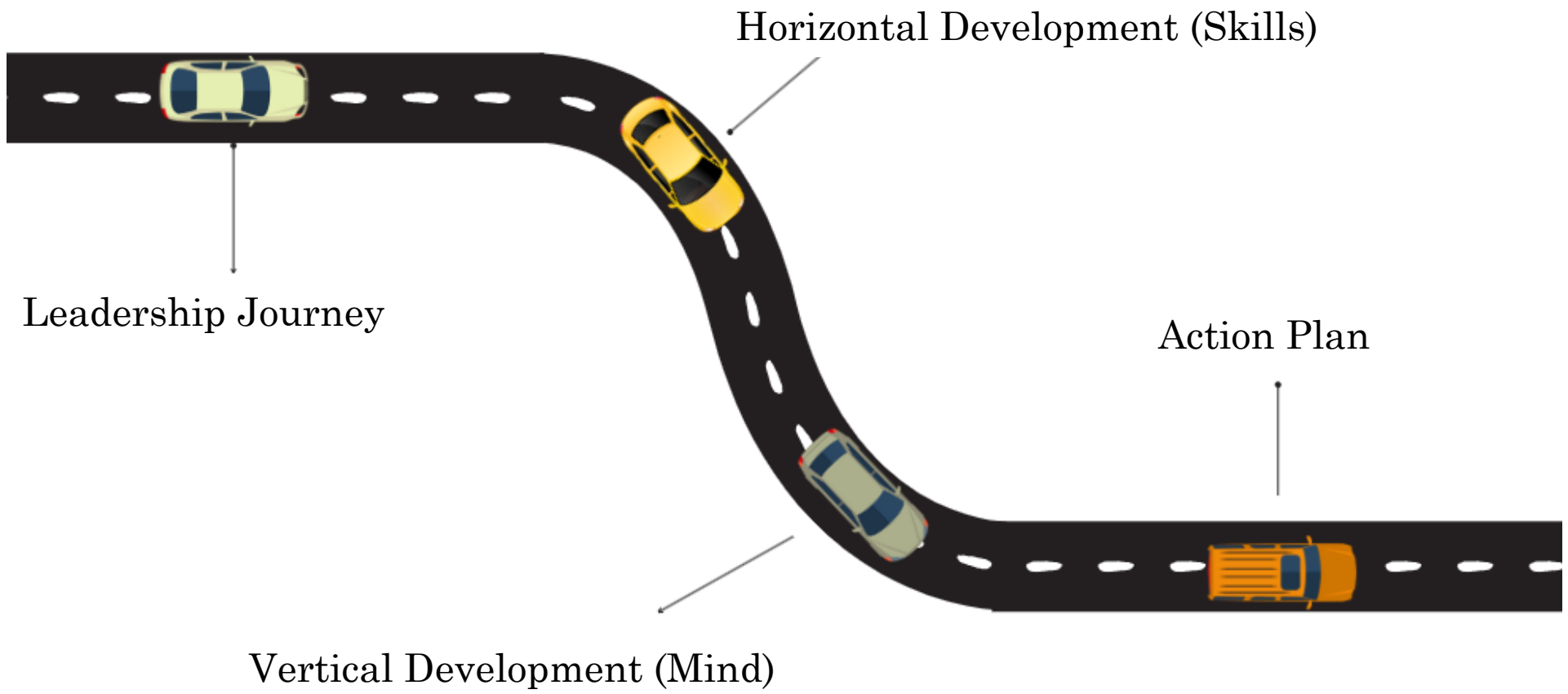
Leadership Journey Concept

Passage Five

Business Leader

Passage Four

Functional Leader

Passage Three

Leading Leaders

Passage Two

Leading Others

Leading Self

Passage One

Passage Five

Business Leader

Passage Four

Functional Leader
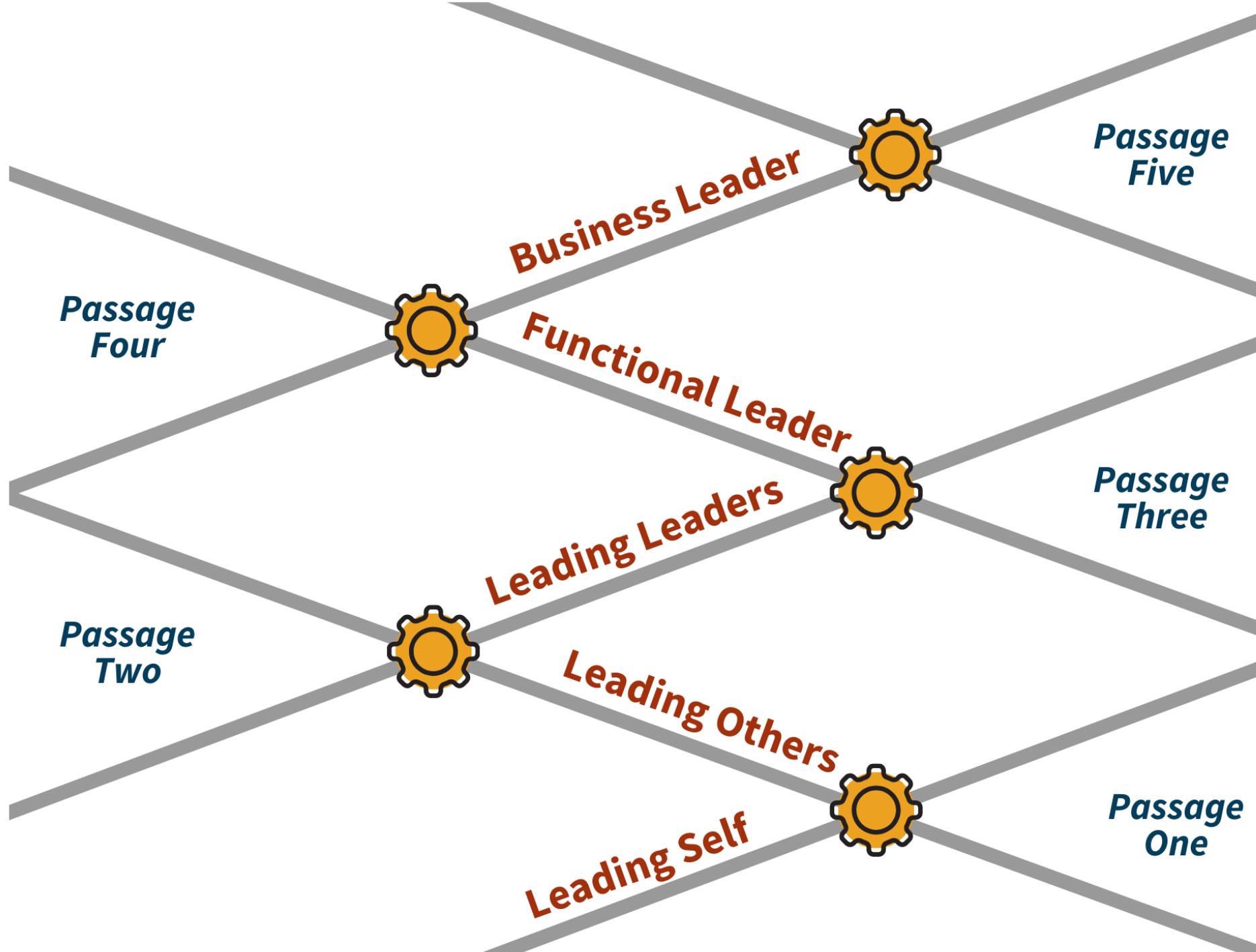
Leading Leaders

Passage Three

Passage Two

Leading Others

Passage One
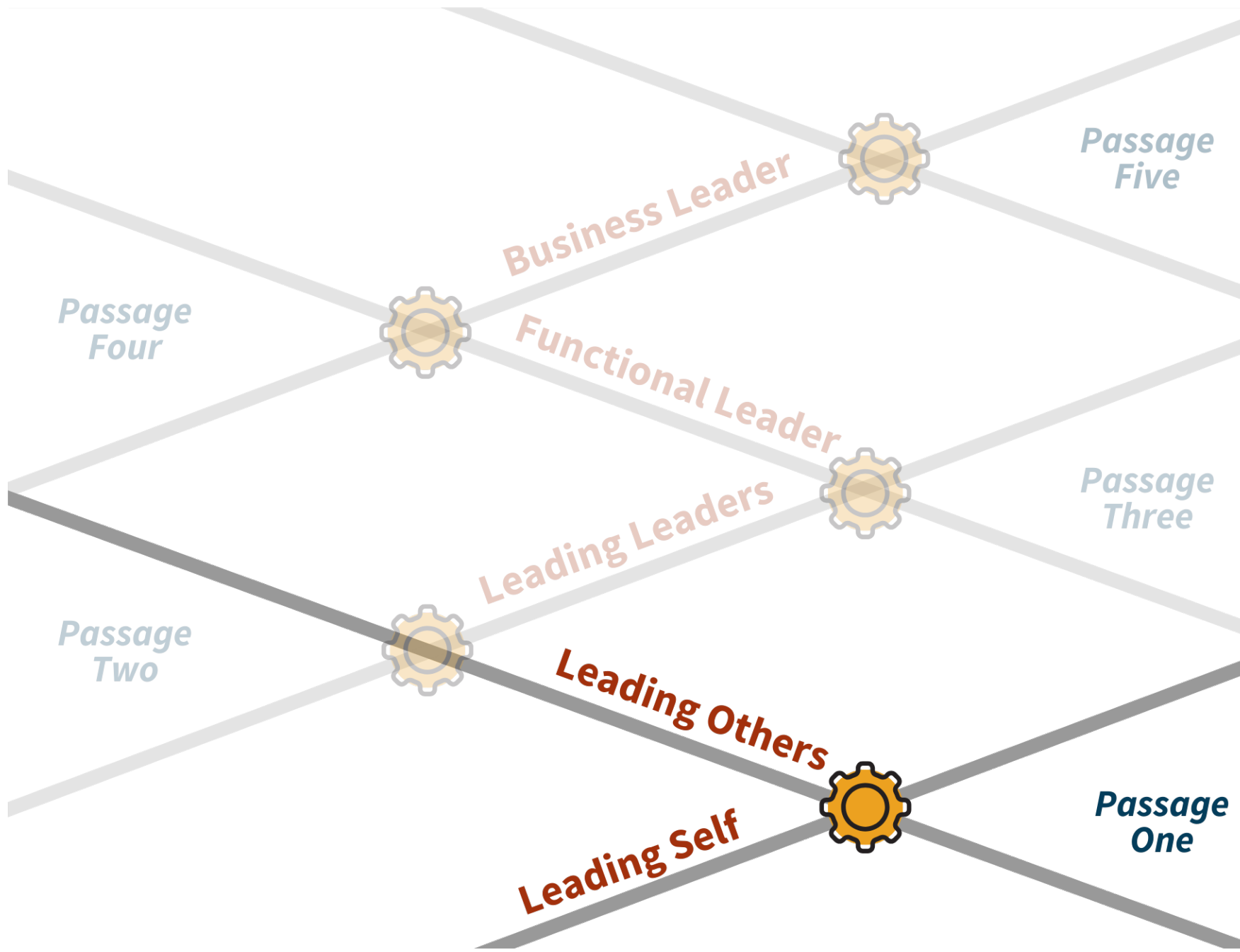
Leading Self

Horizontal Development

Horizontal Development…

- Is the process of adding more knowledge, skills, and abilities
- Focuses on:
  - doing more OR
  - filling the glass with more content

Technical
Skills

Human
Skills

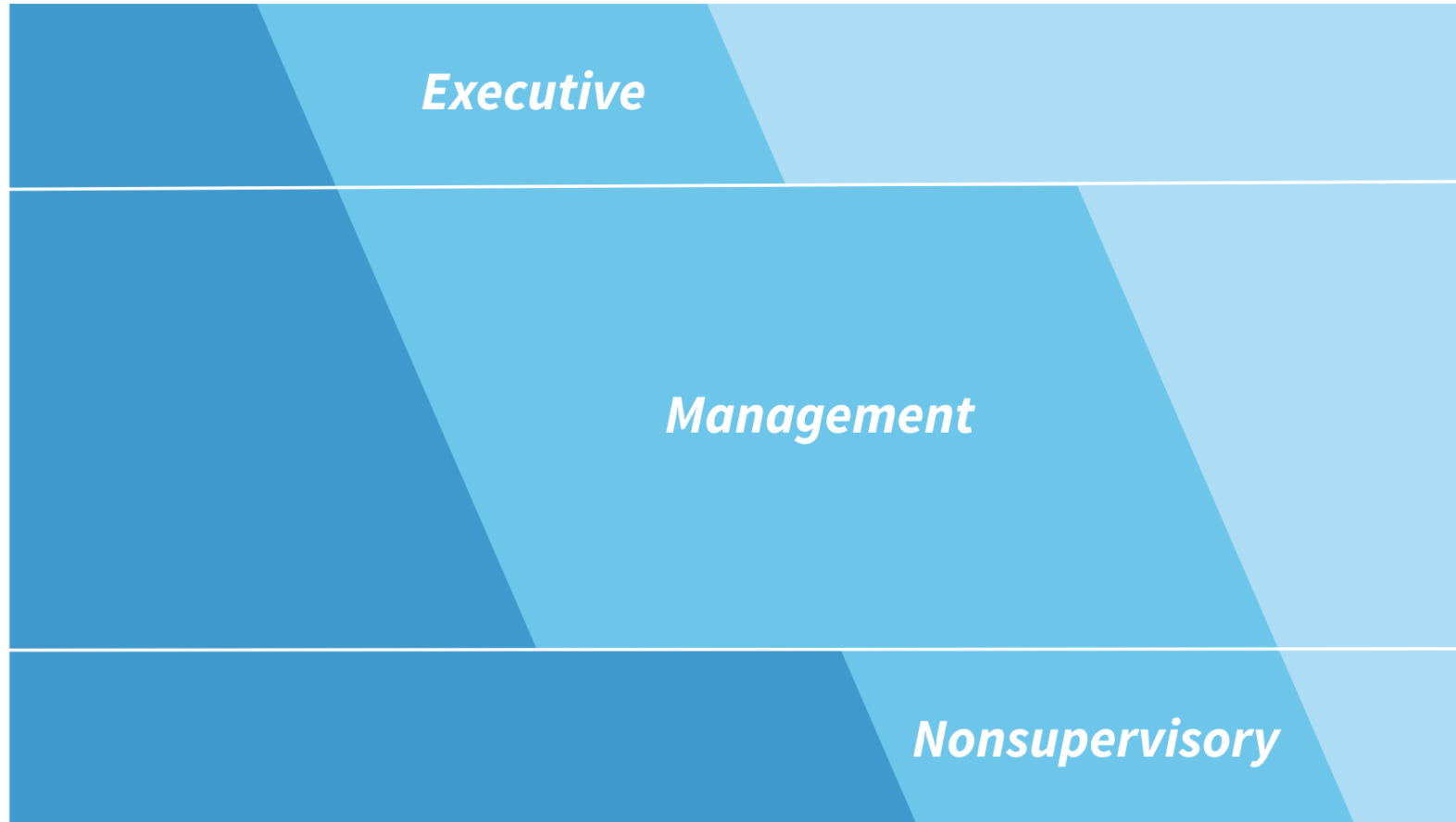Conceptual
Skills

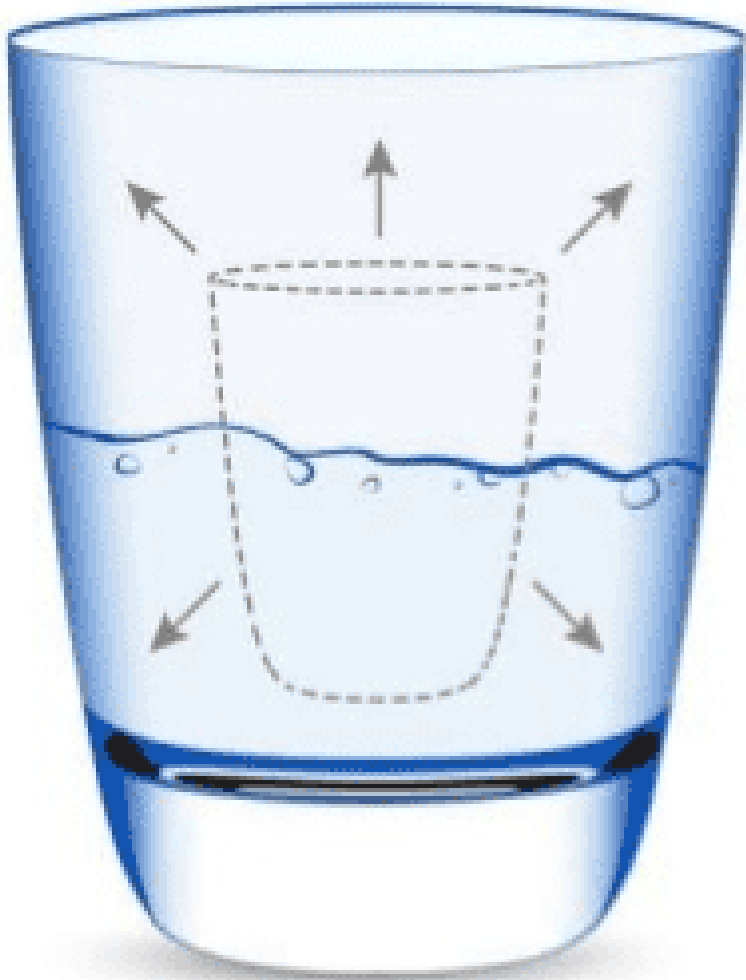Technical Skills   Human Skills   Conceptual Skills

Executive

Management

Nonsupervisory

Vertical Development

Vertical Development…

- Is the process of expanding your ability to handle complexity by transforming the way you think
- Focuses on:
  - Growing internal capacity
  - Being adaptable
  - Increasing the glass size OR a leader's mindset

Common Pitfalls

Common Pitfall #1:

Micromanaging

Micromanaging

- Over Observations
- Excessive Input
- Limited Delegation
- Focus on Details
- Frequent Check Ins

Common Pitfall #1: Micromanaging

Diagnostic Reflection:

Reflect on a specific instance when you micromanaged, what emotions, or triggers made you feel compelled to micromanage?

Impact:

How do you believe your micromanagement affects the individuals you lead?

Horizontal Development:

Considering the emotions or reasons behind your micromanagement, what specific skills could you further develop to address these challenges? (e.g., delegation, trust-building, etc.).

What might reducing micromanagement feel like, and sound like in action?

Feels Like:	Sounds Like:

Vertical Development:

What deeper beliefs or assumptions about leadership and control might be contributing to your tendency to micromanage?

In what ways can you work on developing a growth mindset, allowing for more trust in your team's capabilities? What does that feel like and sound like in action?

Feels Like:	Sounds Like:

Action Plan:

What's one specific action or behavior are you committed to consistently doing differently after reflecting on your micromanagement tendencies?

Common
Pitfall #2:

Lack of Balance

Lack of Balance

- Over-Immersion in Work
- Narrow Perspective
- Rigid Thinking
- Imbalanced Decision Making

Common Pitfall #2: Lack of Balance

Diagnostic Reflection:

Reflect on an instance or context where you find it challenging to say no or set boundaries.

Impact:

How do you find the challenge of saying no or setting boundaries impacts your own well-being and your leadership effectiveness?

O R

Horizontal Development:

What specific skills could you further develop to address these challenges associated with your lack of balance? (e.g., time management, priority setting, delegation, etc.).

What might this development feel like, and sound like in action?

Feels Like:	Sounds Like:

Vertical Development:

How can you cultivate self-awareness to recognize the early signs of imbalance and address them proactively?

In what ways can you develop resilience and cope with the discomfort of saying no when necessary?
What does this look like and sound like?

Feels Like:	Sounds Like:

Action Plan:

What's one specific action or habit you're committed to consistently doing differently to establish and maintain balance in your professional life?

Common Pitfall #3:

Unclear Expectations

Unclear Expectations

- Ambiguous Goals
- Vague Instructions
- Unclear Roles and Responsibilities
- Lack of Prioritization

Common Pitfall #3: Unclear Expectations

Diagnostic Reflection:

Can you recall specific instances where unclear or assumed expectations led to misunderstandings or challenges within your team?

Impact:

How do you believe unclear expectations impact team morale, productivity, and the overall work environment?

O R

Horizontal Development:

What specific communication skills could you develop horizontally to mitigate unclear or assumed expectations? ((e.g., active listening, asking clarifying questions, feedback mechanisms).

What might this development feel like, and sound like in action?

Feels Like:	Sounds Like:

Vertical Development:

Reflect on your beliefs about authority, "professionalism" and communication. Are there any deep-seated assumptions and/or biases that contribute to unclear expectations?

In what ways can you develop patience, open mindedness and empathy to navigate communication challenges with a clearer mindset?

Feels Like:	Sounds Like:

Action Plan:

What specific actions or habits are you committed to consistently doing to improve the clarity of expectations within your team?

Common Pitfall #4:

Lack of Feedback

Lack of Feedback

- No Performance Insights
- Lack of Recognition
- No Guidance on Improvement
- Absence of Regular 1:1 Check Ins
- No Developmental Support

Common Pitfall #4: Lack of Feedback

Diagnostic Reflection:

Reflect on your beliefs about feedback. Are there any deep-seated assumptions, biases, reasons or fears that contribute to your current beliefs?

Impact:

How do you think a lack of feedback impacts team dynamics and individual growth within your team? OR How do you think feedback improves team dynamics, performance and individual growth within your team?

Horizontal Development:

OR

Vertical Development:

How can you improve your ability to give clear and trauma informed feedback in a way that is actionable and fosters a positive working relationship?

How can further developing your emotional intelligence help you to better understand the impact of feedback on individuals and tailor your approach accordingly?

Action Plan:

What specific actions or habits are you committed to consistently doing to foster a culture of feedback within your team? (e.g.: implement regular feedback sessions with your team to ensure that both positive and constructive feedback are consistently provided).

How will you involve your team in the feedback process and seek their input on improvements?

Common Pitfall #5:

Difficult Conversations

Difficult Conversations

- Unresolved Issues
- Lack of Accountability
- Tension and Resentment
- Missed Opportunities for Growth
- Lack of Trust

Common Pitfall #5: Difficult Conversations

Diagnostic Reflection:

Reflect on a specific instance where you found it challenging to have difficult conversations? What emotions, assumptions, or biases were present during those situations?

Impact:

How do you believe avoidance of difficult conversations impacts team dynamics and overall performance?

Horizontal Development:

OR

How can you improve your ability to frame and structure difficult conversations to ensure they are constructive , trauma informed and solutions-oriented?

Vertical Development:

How can you cultivate emotional intelligence to better understand your own reactions and those of others during challenging discussions?

In what ways can you develop resilience and courage to navigate difficult conversations with a clearer and more composed mindset?

Action Plan:

What one specific action or habit you're committed to consistently doing to improve your ability to have difficult conversations?

Are there mentors or colleagues who excel in handling difficult conversations that you can seek guidance from?

Common Pitfall #6:

Disconnection from Team
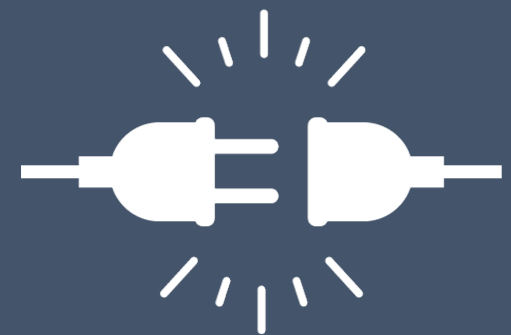
Disconnection from Team

- Poor Communication

- Lack of Trust

- Unawareness of Team Dynamics

- Neglecting Feedback

- Limited Support and Guidance

- Absence in Critical Moments

Common Pitfall #6: Disconnection from Team

Diagnostic Reflection:

What beliefs or concerns about vulnerability, trust, "professionalism" or team dynamics do you currently hold that could contribute to a sense of disconnection?

Impact:

How do you think this disconnection impacts team morale, collaboration, and overall productivity?

Horizontal Development:

What specific communication and relationship-building skills could you further develop horizontally to mitigate the challenges associated with feeling disconnected? (e.g., active listening, team building activities, fostering a collaborative environment).

What might this development feel like, and sound like in action?

Feels Like:	Sounds Like:

Vertical Development:

Reflect on your mindset towards leadership. Are there fixed beliefs about maintaining distance or authority that contribute to a sense of disconnection?

Action Plan:

What specific actions can you take to create a team culture that values open communication, collaboration, and a sense of belonging? (e.g.: team-building activities, both formal and informal, open communication, collaboration, and a sense of belonging).

We Want Your Feedback!