Ready to Lead: Changing Dynamics in Leadership
Ready to Lead: Changing Dynamics in Leadership

Lori Mazan  
Co-Founder, President, and Chief Coaching Officer

Tara D Gray  
Consultant and Leadership Coach

Tommy Perkins  
Sr. Vice President – Sales, Customer Success, and Partnerships
Session Logistics

ECC Slide here about the session Logistics, how to ask questions, etc.
Activity
What worked in the past won’t work in the future or get you there.

I create conflict within myself and with others when I get attached to what I believe, think, feel, and do.
A VUCA world demands a new kind of leader:

V-volatile
U-uncertain
C-complex
A-ambiguous
A Leadership Development Imperative

To build a dynamic leaders, you need to enhance:

<table>
<thead>
<tr>
<th>Skills / Competencies</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop new skills, competencies, processes, tools, or models that help leaders deliver on their role expectations more effectively.</td>
<td>Develop the ability to apply them, lead, and affect change in a wider range of circumstances as we expand how we view and think about, are in relationship with and engage, respond, and operate in diverse, complex, ambiguous, and uncertain situations.</td>
</tr>
</tbody>
</table>
What do we mean?

“This helps me get things done in my job.”

“This helps me create situationally-effective impact as a leader.”
Ready to Lead: Changing Dynamics in Leadership

Tariq Roan

This high-profile project will be good for my career and the promotion I have been wanting. I don't understand why we are shifting directions. This is how we did it under Siobhan’s leadership before; and, it worked just fine. Tariq just needs to advocate more for me, the team, and direction like Siobhan did – he needs to just push on.

Typically focused on own needs, often operating based on consequences and rewards

Siobhan

There are so many ways to approach this. I can see how what Tariq is doing will benefit the team, the organization, our partners, and the community – it is tough balancing with such a complex project. Roan seems so attached to what was done before. I want to help him through that – it would be good for him and the greater impact he can have.

Typically operates with more objective, independent mindset, taking responsibility for self/impact, and refining

Roan

After socializing with others, I adjusted the team’s direction, particularly based on Sierra and Kartik’s guidance. Both have really good, diverse experience, are great critical thinkers, and are highly respected. Roan seems quite bothered. I want to understand his perspective and help get him onboard.

Typically internalizes others’ thoughts, feelings, actions, expectations, etc. to guide their own
Transitions

Shifts from stability to instability
Take time; and, can be a struggle, often painful
Not linear
What is horizontal development?
Horizontal development is often most useful when:

Challenges and their correlating approaches for resolution are clearly defined.

The problems leaders face occur in predictable or familiar environments or conditions.

Horizontal development typically focuses on developing skills, models, and abilities from a technical perspective. This dimension of leader development has been the focus for the last 40+ years.
What is vertical development?
Vertical development helps leaders to:

- Respond effectively in systems of increasing complexity
- Understand and create from divergent perspectives and cross-cultural relationships
- Be present, agile, and resilient

Vertical development is a more emergent form of development. It refers to an individual's growth to increasing socio-emotional, sensory, and cognitive sophistication. It shapes how a person interprets and interacts with their environment.
How can we apply these Development Strategies at Work?

**Horizontal (skills) Development** - It’s about becoming more effective as a:

- Project Manager - tools, processes, and systems to deliver projects
- Technical Specialist - finance, technology, legal, education, trades
- Scrum Master (agile) - key roles, disciplines, processes to deliver learning and results
- Coach - curiosity, listening, accountability, acknowledgement

**Vertical (capacity) development** - It’s about how a leader applies skills and knowledge in contextually relevant ways. It helps leaders account for and lead with more capacity in the face of changing systemic dynamics, like:

- A global pandemic
- Macroeconomic challenges such as inflation, interest rate changes
- Geopolitical and supply chain disruptions
- Pursuit of greater equity, inclusion, and diversity
- Transformational Governance
Transformational vs. Transactional Leadership

**Transformational**
- Ability to apply and adapt in complex situations
- Sophistication/maturity/sense of self
- Impact and outcome
- Intangible
- Harder to Measure

**Transactional**
- yes/no
- completed/not
- have/not
- Outcome focused
- Tangible
- Easy to Measure
Horizontal and vertical development work together
Tips

- Step out of comfort zone
- Implement a change effort
- Be open to other and even multiple "right" perspectives, ideas, solutions, etc. to addressing issues, problems, conflict

- Develop own internal standards, values, awareness of self, and desired impact.
- **Continue stepping out of comfort zone**
- Lead a change effort impacting more than own group/team
- Seek and explore others’ perspectives to improve understanding, relationships, collaboration, and impact.

- **Continue stepping out of comfort zone**
- Gain exposure to the abstract (i.e., situations, practices, concepts that are not concrete, well defined, etc.)
- Become more open to opposing points of views, ideologies
- Get comfortable not knowing,
- Embrace diversity in thought, problem-solving
- Focus on self-management, judgment and decision making
Tips (Continued)

Difficult to accomplish or develop via a course.

On the job experiences; and, where coaching has come into leadership development.

Coaching can help one explore their leadership, relationships, mental models, and internal compass to enable their development and leadership potential.
What skills need to be developed at your organization?

What capacities need to be developed for your leaders to be successful?
What skills need to be developed at your organization?

Are they horizontal or vertical?

Are the appropriate development solutions being used?
Identify and measure capability development and outcomes throughout the leadership journey
Our analysis reveals a compelling trend: a progressive alignment in the perception of coachee focus over time between these two vital stakeholders. This finding underscores the power of effective collaboration in driving coaching outcomes. By harnessing our extensive experience and industry insights, we emphasize the pivotal role of ongoing feedback and the coaching process in fostering a robust partnership between coachees and their managers. This insightful discovery underscores the transformative potential of targeted coaching interventions, enabling organizations to cultivate thriving leadership ecosystems.
Key Takeaways

- How are you developing the capacity of your leaders, employees, teams, and yourself to be ready for future?

- Are you vertically developing? Building awareness of our relationship with and impact on ourselves, others, and the environment in which we operate.

- Vertical development is difficult to achieve in the classroom. Rather, practical experiences and leadership coaching are move effective.

- Be more conscious of how we show up as leaders and the impact we have on ourselves, each other, the organization, industry, society, and the world.
Session Logistics

ECC Slide here about the session Logistics, how to ask questions, etc.
Thank you!