

Leadership DEVELOPMENT

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Leadership Is an art. Those who see that, love It, and lean Into It are best-positioned to succeed in meaningfully developing others. But far too many of us see It as simply a progression In pay or status. It can be a cruel paradox: If you can't see excellence, you're likely never to expect It.

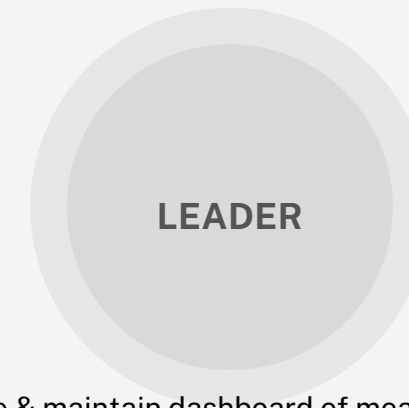
Our challenge: 1. Create pathways of Improvement within each role, expanding growth beyond the ladder of moving up leadership hierarchy. 2. Identify those who delight In the mess of people leadership, and challenge them to continually Improve and adapt as they progress through to new roles.



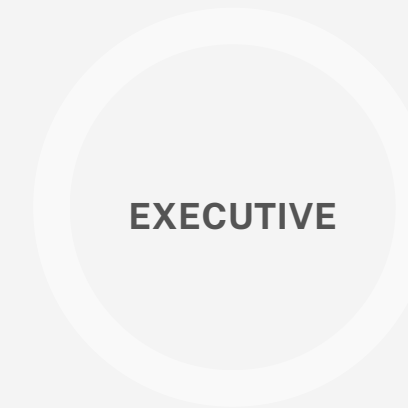
INDIVIDUAL CONTRIBUTOR



MANAGER



LEADER



EXECUTIVE

DIRECTION: WHAT THEY DO

Fulfill expectations set by others

Set measurable goals for team as a whole; Individuals within team

Create & maintain dashboard of measurable performance and future Indicators across teams/divisions

Connect and learn from external resources to challenge performance Internally

FEEDBACK: WHAT THEY ASK

What was right? What could have been better?

How well did that meet customer need? What part of the experience was most inspiring for my team?

What customer and employee promises does this fulfill? Which does It break? What support (emotional/technical/informational) do managers need next?

What do our customers and employees think they need? What will they need In the future? How are we positioned to serve?

INTERPERSONAL RELATIONSHIPS

Name your strengths, learn how they complement others.
Learn to listen to self, guide Internal Improvement through coaching.

Name your own best conditions for working, ask for them.
Understand and anticipate Ideal working conditions for Individuals on team.
Assume coaching posture: Ask, then tell.

Maintain professional connection and positive relationships within the organization, with customers, with key vendors.
Challenge directly. Forgive quickly.

Create & maintain healthy distance from daily feedback on details.
Expand coaching conversations with leaders toward ongoing stability and human experience.
Cultivate trusted advisor status with leaders.
Maintain personal circle of advisors outside of division/organization.

CUSTOMER RESPONSIBILITY

Serve, engage, delight

Anticipate need, facilitate service.
Gather data to learn more about needs.

Anticipate future relationship, agile development of customer offerings, lead Internal change campaigns to better serve

Support leaders' authority to meet customer needs while staying aligned with organizational purpose, Identity, values

CRITICAL DECISION-MAKING

Make necessary changes In style, order, service that meet ultimate goal

Name ultimate measurable goal, get out of IC's way.
Gather & act upon measurable performance data.

Track & utilize reliable data on service performance, employee experience, talent acquisition, customer experience

Ruthlessly prioritize. Guard the organization's Identity by encouraging and measuring only the most crucial goals.

PERSONAL GROWTH

Who am I? How do I deliver my best?

How do I regulate myself? How do I challenge and motivate people different than me?

What reality do I want to create for myself and others? What do I no longer tolerate?

How do I Influence the energy of others, without dictating how things are done? What legacy do I want to leave, personally and professionally?