



Forum of Executive Women May 2010 – Career Derailers

My primary perspective for tonight: organizational and strategic perspective

Key Derailer: Difficulty making Strategic Transitions

- difficulty transitioning into leadership role that requires:
 - understanding and ownership of the whole & collaboration with colleagues on such
 - ability to engage and inspire people
- inability to deal with complexity and ambiguity or adapt to a new culture

What can be done?

1. Be/become a continuous learner

- Practice curiosity vs. judgment
- Explicitly seek constructive input
- Resources: M. Goldsmith, *What Got You Here, Won't Get You There*; The Arbinger Institute, *Leadership and Self Deception*; L. & H. Wilson, *Play to Win, Choosing Growth Over Fear in Work and Life*

2. Broaden your perspective

- Understand larger organization and the context within which it operates
- Explore how what others do relates to what you are trying to achieve

3. Build strategic capability and tolerance for ambiguity

- Understand the organization's purpose and strategy & align your work to that
- Monitor changes; explore their implications & real level of control/influence you have

4. Engage others; ignite discretionary energy

- Help others understand how they contribute to the organization's purpose and strategy
- Conversations vs. presentations - Invite and listen to questions/ideas
- Resources: Juanita Brown (theworldcafe.com), M. Marquardt, *Leading with Questions*

5. Build conflict capabilities i.e. benefits of constructive conflict, resolution of interpersonal
Resources: Work of Leslie Perlow (Harvard) and Patrick Lencioni (The Table Group)

6. Build knowledge/understanding of change and transitions

- Understand process of change and what leaders can do to help with transitions
- Understand your own experience with change and use it to inform your leadership
- Resources: R. Quinn, *Building the Bridge as You Walk on It*; W. Bridges, *Managing Transitions*

7. Have courage to exercise authentic leadership with appropriate power at any level

- Resources: Bill George, *Authentic Leadership*; Jeffrey Pfeffer, *Managing with Power*; Adam Kahane, *Power and Love*

8. Pace – Beware of 'burnout' or overinvestment in work

- Resources: Tony Schwartz, "Manage Your Energy, Not Your Time" HBR 10/07; *Power of Full Engagement*