

Manager to Leader: Making the Shift that Matters



Agenda

- Definitions and differences
- Why this is important
- Core components of leadership
- Roll play scenario
- CTA





What/Who Do You Think of When
You Hear the Word **Leader**?

Leader

- Some who guides, inspires and empowers others
- Vision
- Motivates
- Builds trust
- Facilitates change
- Fosters collaboration
- Models behaviors



Manager

- Someone who is responsible for **planning, organizing, directing, and controlling** resources to achieve specific organizational goals.





Are All Managers *Leaders*?

✓ Sometimes

✓ Always

✓ Never



Are All Leaders *Managers*?

✓ Sometimes

✓ Always

✓ Never

Informal Leaders

- Often there are **individual contributors** who:
 - Mentor peers
 - Drive innovation
 - Champion culture
 - Lead initiatives
 - Manage change



Key Differences

Aspect	Manager	Leader
Focus	Processes, systems, tasks	Vision, people, change
Authority	Formal (positional)	Informal or earned
Approach	Directs and controls	Inspires and influences
Goal	Efficiency and stability	Growth and transformation

Can Someone Be Both?

- Absolutely!
- The best managers are often also strong leaders.
- They not only manage tasks and resources but also **motivate, empower, and develop their teams.**
- Guide teams through change.



What We Hear All The Time

- We don't have time
- We're too busy
- We can't afford to





Reality

- You can't afford not to invest in creating and developing leaders
- Just managing process and task isn't enough
- Change requires influence, not control
- Do more with less
- Leadership is the key to your success

The Data

- **83% of organizations** say leadership development is crucial to success
- Companies with leadership development programs see:
 - **29% higher employee retention**
 - **25% better organizational performance**
 - **30% higher team productivity**
- **Only 30% of employees** feel their leaders are effective

* Keeve, 2024



Cost of Disengaged Employees



- Gallup:
 - financial impact of disengagement to be between \$450 billion and \$550 billion per year in lost productivity, absenteeism, and turnover.
 - 70% of employee engagement is tied directly to the manager
 - The cost of turnover is 33% of an employee's salary

**Managers: I don't
have the time!**





Question

Are you a manager?

Are you a leader?

Are you both?

Reality

- What helped you become a manager is not going to make you a leader
- Most managers are promoted for performance, not leadership potential

“What got you here won’t get you there.” Marshall Goldsmith



Personal Story

The Shift: From Manager to Leader



From personally doing the job well to helping others succeed



From you having all the answers to asking the right questions



From completing short-term tasks to focusing on long-term growth



Core Components of Leadership

- Influence
- Vision
- Guidance
- Inspiration

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader". John Quincy Adams

Making the Shift

1. Self-Awareness
2. Mindset Shift
3. Developing Leadership Behaviors
4. Continued Skill Development
5. Supporting Structures





mea

Self-Awareness



"A book I wish I'd had when starting out in business."

—ALAN MULALLY, FORMER CEO, FORD MOTOR COMPANY,
BOEING COMMERCIAL AIRPLANES



INSIGHT

THE SURPRISING TRUTH
ABOUT HOW OTHERS SEE US,
HOW WE SEE OURSELVES, AND
WHY THE ANSWERS MATTER
MORE THAN WE THINK

TASHA EURICH

"Buy a copy for yourself and buy another to
leave, anonymously, on your boss's desk."

—CHIP HEATH, BESTSELLING COAUTHOR OF
THE POWER OF MOMENTS AND SWITCH

A person in a dark jacket stands on the edge of a rocky cliff, looking out over a vast mountain range under a dramatic, hazy sky at sunset or sunrise. The scene is silhouetted against the warm light of the low sun.

1. Develop Self-Awareness

- Assessments
- 360 feedback to understand strengths and opportunities
- Ask for feedback
- Reflect:
 - Am I directing tasks more than developing people?
 - Do I know how I am affecting others' productivity?



2. Mindset Shift

- From Doer to Enabler
 - Success = team's growth
- From Answers to Questions
 - What do you think?
 - What are the best options?
 - Tell me more
- From Control to Trust
 - Delegate outcomes, not tasks



3. Core Leadership Behaviors

- Conduct consistent, organized 1:1s and actively listen and care
- Empower with stretch responsibilities
- Connect tasks to bigger company goals
- Coach instead of direct

GROW - a coaching model



4. Skill Development

- Critical aspect: continual learning
- Master your craft:
 - Communication
 - Critical conversations
 - Conflict resolution
 - Delegation
- Mentor
- Peer learning groups with other managers



5. Supporting Structures

- 1:1s with your leader or mentor focused on your growth
- Feedback loop
- Measure: engagement, retention, team promotions



Organizational Supporting Structures

- Align reviews with leadership metrics (engagement, collaboration, trust)
- Recognize leaders who grow people, not just hit numbers
- Cascade expectations across management team

A stack of smooth, rounded stones on a beach, with the ocean in the background. The stones are stacked in a pyramid shape, with the top stone being the smallest and the bottom stones being larger. The ocean is a deep blue color, and the sky is a lighter blue. The overall scene is peaceful and serene.

The Shift

- It's work
- It takes commitment

Activity



Scenario: Launching a New Production Line

- A manufacturing company is introducing a new production line to produce eco-friendly components. This involves coordination across engineering, operations, procurement, and quality assurance.
- You are the Project Manager on this initiative, and your job is to make sure this is completed on time.

Challenges

- **Resistance to Change:** Some employees are hesitant to adopt new procedures or technologies.
- **Resource Constraints:** Limited budget or staffing may delay implementation.
- **Coordination Issues:** Miscommunication between departments causes delays.
- **Unexpected Technical Problems:** Equipment malfunctions or supply chain disruptions.

Your Assignment

Identify how a manager might address these challenges, vs how to lead through the challenge.



Practical Tools for Leaders

- Ask open-ended questions: 'What do you think we should do?'
- Use 'tell me more' once a day
- Practice listening before responding
- Delegate thinking, not just tasks
- Connect every task back to the bigger company picture
- Celebrate initiative, not just results

Closing Takeaways

- Leadership is influence, not control
- Every manager can be a leader—title doesn't matter
- Individual contributors can be informal leaders
- Success of your organization depends on leaders who empower people



Call to Action

Challenge: This week, identify one situation where you normally 'manage' and instead choose to 'lead.'



Thank You!

