

How Technical Experts Evolve into Effective Coaches & Strategic Leaders

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Today's Objectives

- Describe the four stages of leadership development
- Discuss the major hurdles that technical experts face when leading teams & organizations
- Discuss the leader as coach role
- Explore the unique journey of the technical expert into a strategic leadership position

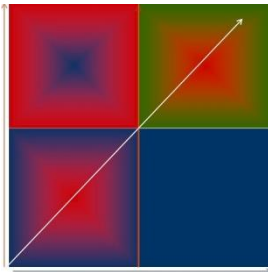
Poll

1. Who's on the Call:
 - a. HR Professional
 - b. Non-HR Professionals

2. Type of Organization you represent:
 - a. Service
 - b. Healthcare
 - c. Engineering
 - d. Technology
 - e. Manufacturing
 - f. Other

Leader Evolution

Technical experts succeed because they apply their knowledge and expertise to achieve results.



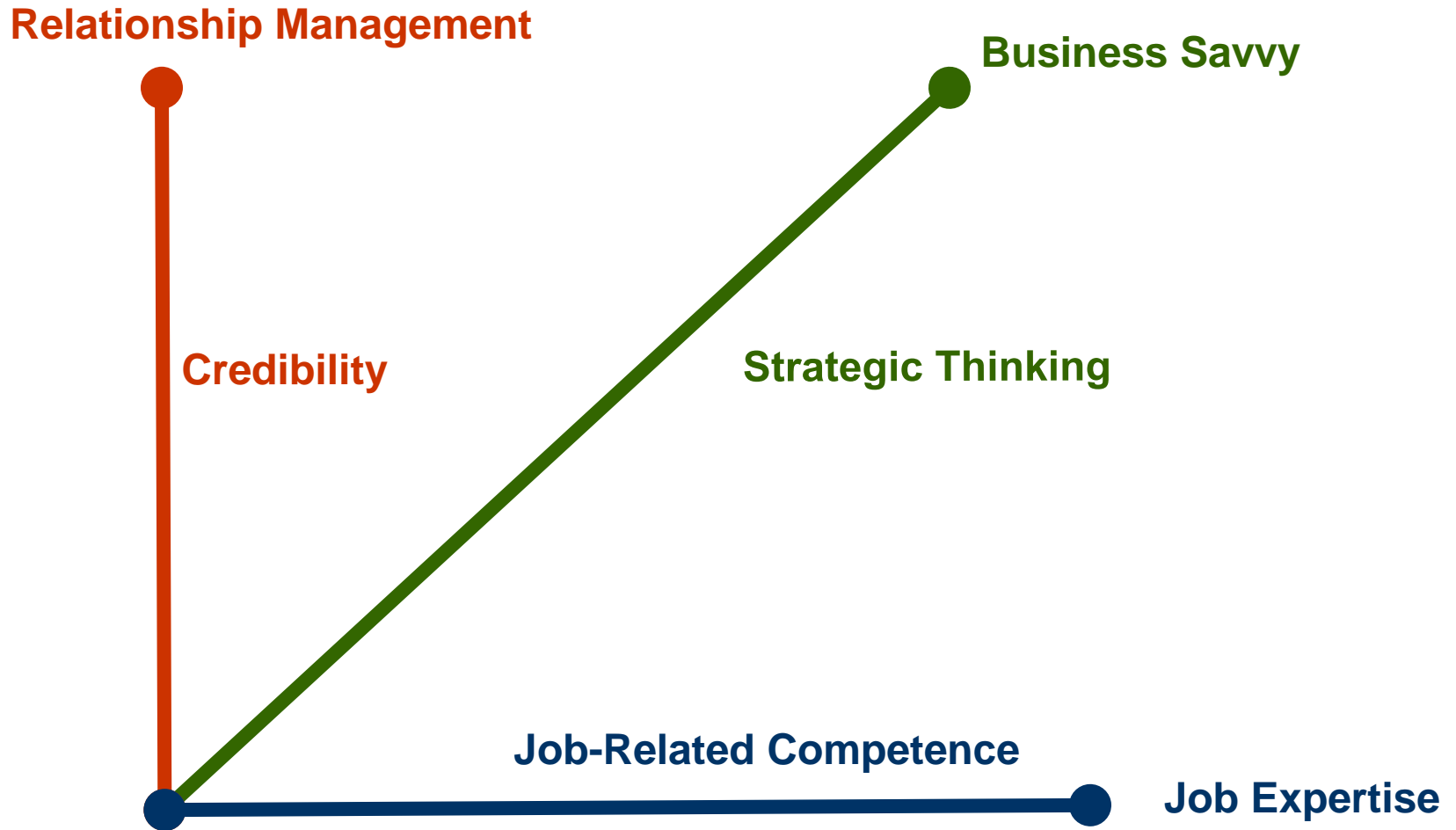
As leaders, however, they succeed by creating the conditions for others to execute effectively.

Successful Leaders

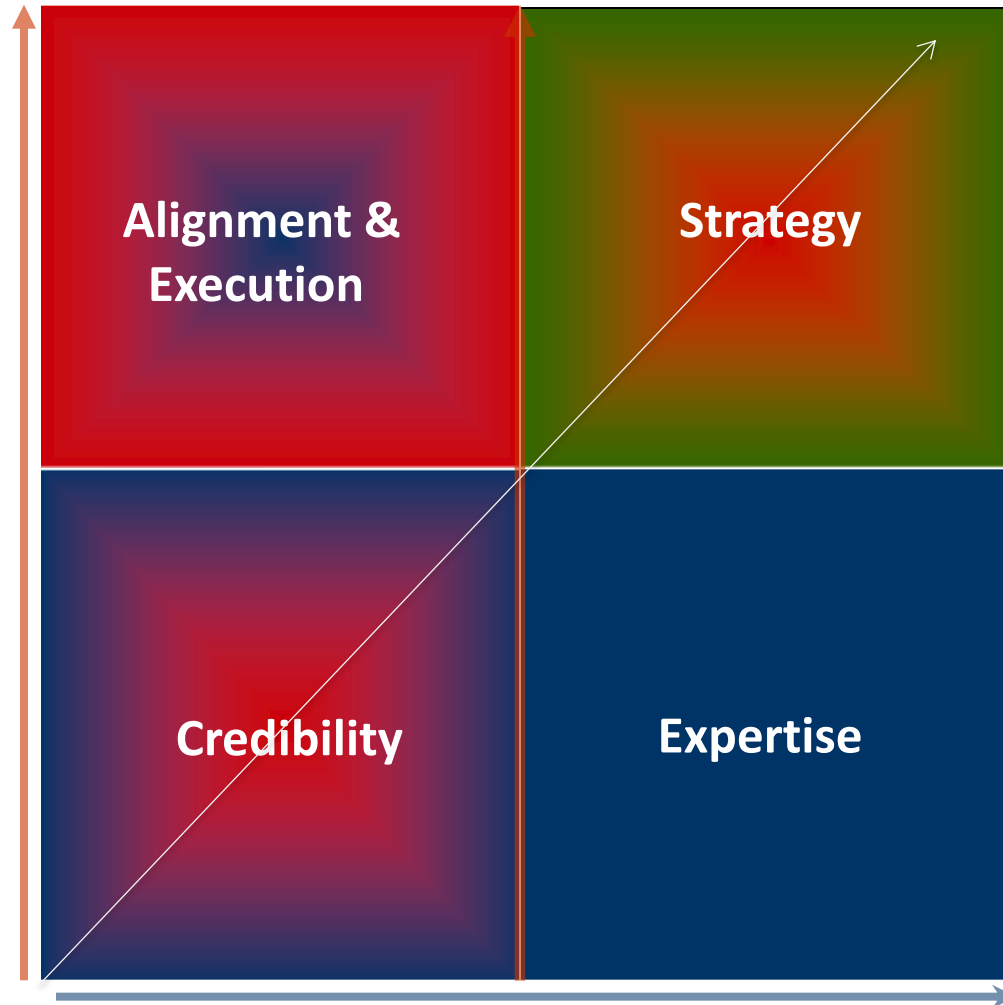
- *Great coaches*
- *Great teachers*
- *Great developers of talent*



Leadership Dimensions



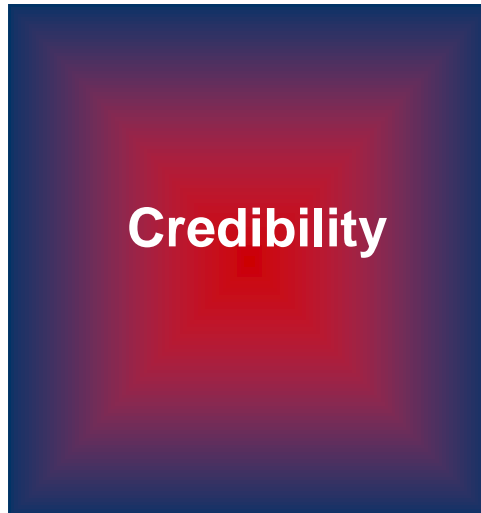
The Mentoré™ Leadership Stages of Development



The First Shift

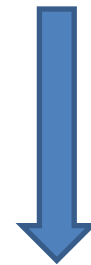


Bases of Credibility



The Labyrinth

*Track Record
Reputation
Image
Connections
Relationships*



The Vortex

*Additional
Expertise*

Barriers to Building Credibility

- The power of the vortex & the lure of technical depth
- Smart, arrogant, & clueless
- Speaking up as “kissing up”
- *“A good job should speak for itself”*

A little knowledge is a dangerous thing. So is a lot.

Einstein

Exercise

Your Image

For your consideration...

How do you describe your image?

How do you think others describe your image?

Don't know? Ask two people whose opinions you value- they don't have to be your BFF or sworn enemy.

Struck by the power of first impressions? What do you think is the first impression others have about you?

How has your image of yourself & how others see you impacted what you do as a leader?

From **Leader Evolution**

Poll

- From your perspective, what is the biggest challenge technical experts face as organizational leaders?
 - a. Lack of leadership training and know how
 - b. Lack of role models to emulate
 - c. Inability to delegate
 - d. Misunderstanding of what their role of leader is

Question:

What's the difference between a technical expert and strategic leader?



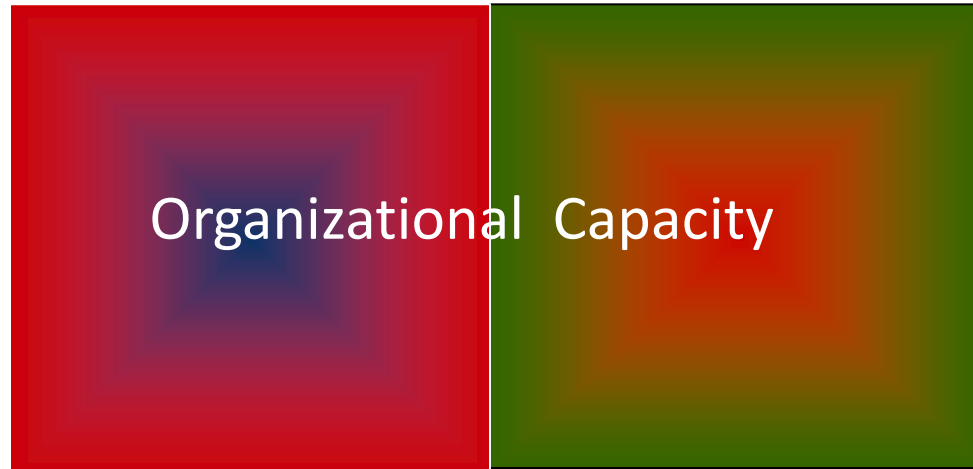
Answer:

~~*More technical expertise*~~

~~*The best doer*~~

A huge leap

What's Different



A Change in Perspective

From the Press Box
Alignment

On the Field
Execution



A Change in Roles



A Change in Perspective

The leader as coach is THE ROLE, not a collateral responsibility

- Builds team member competence
- Increases organizational capacity
- Broadens leader's impact
- Requires solid coaching skills, particularly on-going feedback
- *Requires a delegation mindset*

The Conundrum



Leader as Coach

Misconceptions & Pitfalls

- The leader as uber-achiever
- The leader as the answer
- Unarticulated high standards & expectations
- No need for positive feedback, just doing what is expected
- The tendency to micromanage & pull work away from someone when it's done "incorrectly"
- The leader as individual contributor puts the leader in competition with team members: "clogging" (from Charan, *Leadership Pipeline*)

Critical Coaching Principles

- Active listening
- Giving feedback
- Development planning
- Delegating for development

Poll

- How does your organization develop leaders?
 - a. Succession plans in place
 - b. Various training courses
 - c. Systematic talent development process
 - d. Random
 - e. Sink or swim

Active Listening

- Focus
- Listen
- Engage
- Restate & clarify
- Move to action as required

Rules for Feedback

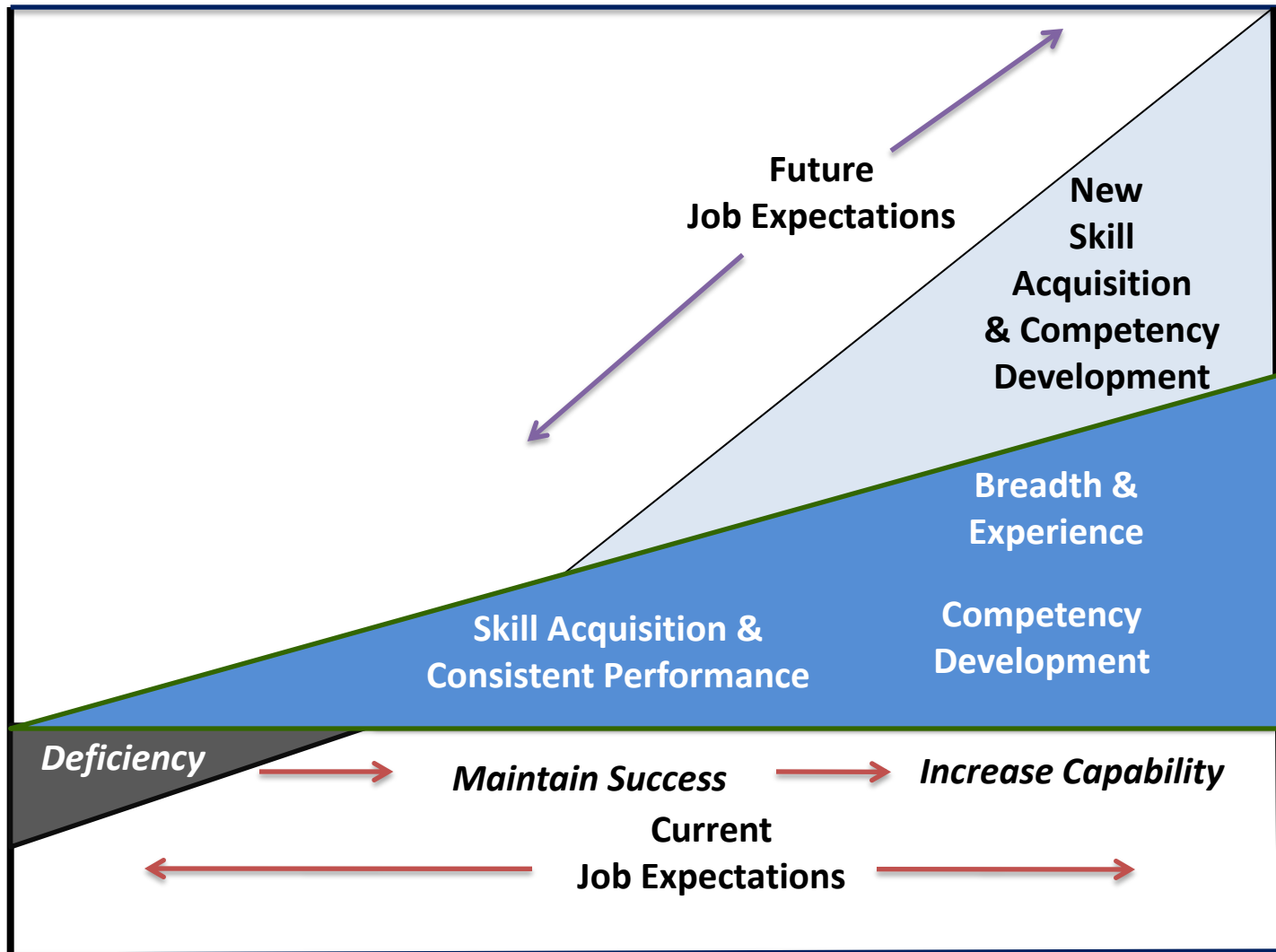
Feedback can be both positive, reinforcing or constructive, correcting

- **Timely**
- Specific
- Objective
- Reasonable, balanced
- Focus on the behavior, not the person
- Engaging
- An ongoing process, conversational, frequent

Structural Elements Needed for Effective Coaching

1. On-going process tied to professional development
2. Determine if emphasis is on developing knowledge, skills, behaviors for current job or future job
3. Set development goals
4. Create meaningful assignments with specific, actionable steps

Professional Development Current & Future Success



Goal of Coaching:
Changing Behavior Where It Counts-
On the Job

Challenging Work Assignments



Trial by Ordeal

Exercise

Real Time Coaching Assessment for _____

Questions	Responses
What capabilities are important for you to develop in your group or organization?	
Think about a particular individual who is important to growing this capability... is the coaching & development need related to current or future role?	
Characterize this person's strengths	
Characterize this person's opportunities for improvement	
Where is this person headed in his/her career?	
What is truly important to this individual in terms of professional growth? How can you tune into this to increase this person's individual capability?	

Professional Development Plan

Example

Development goal: Improve written and verbal communication skills through more impactful presentations to my senior management by October 25, 2016

Skill/ Competency	Measures	Activities	Desired Outcomes
Written communications, specifically reports Presentation skills	Immediate feedback from my manager Feedback from at least one executive	<ul style="list-style-type: none">•ASX course “Presentations for Success”•Develop 3 presentations that I will have critiqued in advance and get manager feedback•Identify an outstanding performer in this area and observe/critique at 2 presentations	Improved quality of inspection results Personal citation for outstanding documentation reporting

Delegation

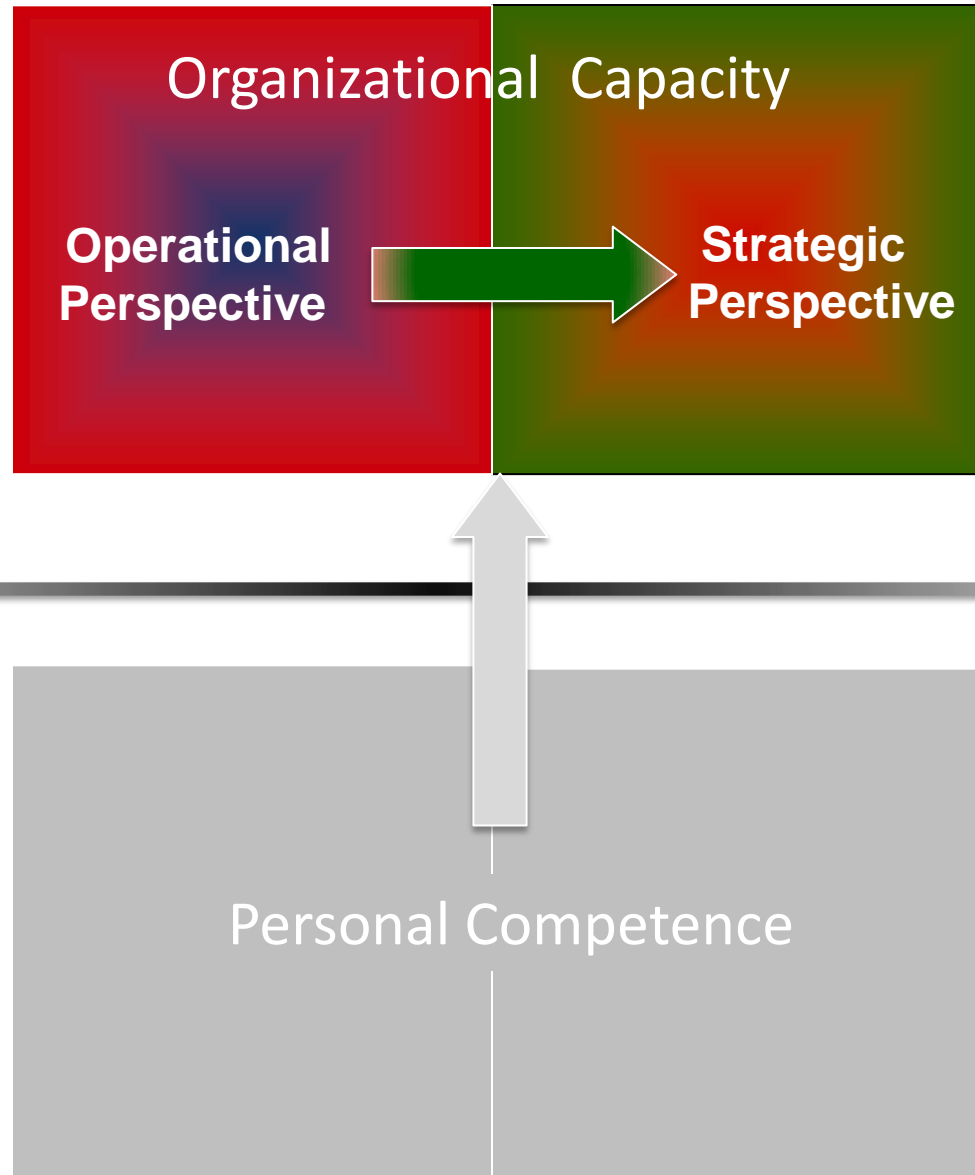
“Delegation without development is like a hot dog without a bun”

Dr. Mentoré

Delegating for Development

- Circumstances which are conducive to delegating for development
 - Baseline capability is there
 - Requires a stretch
 - Understand the level of risk in advance
 - Discuss elements of increased visibility & impact

Shift to Strategic Leadership



The Evolution to Strategic Leader

What Changes

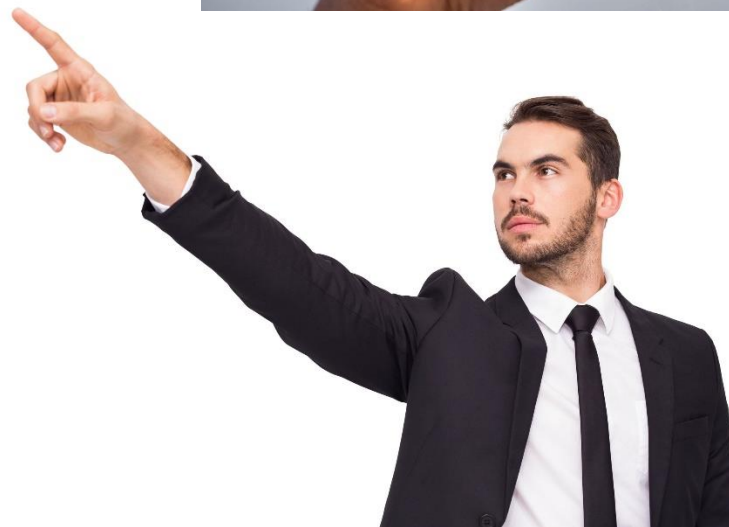
How you think



What you see



What you do



Questions for Your Consideration

- *How would your job change if you spent more quality time coaching others?*
- *How can you move away from hands-on execution of the work to delegating for development?*
- *What helps you move in this direction?*
- *What are the barriers?*

Review

- Moving from technical expert to strategic leader & coach requires adopting new behaviors as well as letting go of others
- The role of leader as coach is dedicated to building capacity and economic survival
- Coaches are good teachers, role models, & true believers in one's capacity to grow, learn, & make a mark professionally



To receive your free e-book chapter
on Credibility, please contact
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