

PATHWAYS TO LEADERSHIP

The first step to reaching the next level in your career is knowing what leadership skills you need to develop.

Explore The Five Key Leadership Growth Areas:

1. Leadership Presence

As leaders work to develop themselves and their capabilities, it is imperative that they are self-aware. A clouded understanding of yourself and your presence will skew your understanding of the areas in which you need to develop. In addition, being able to articulate your leadership philosophy, and noting what characterizes your particular executive presence (as well as your desired executive presence) will help to guide your development plan.

2. Growing Others

One of a manager's key responsibilities is growing and developing others. Creating a culture in which the strengths and potential of each individual are valued and recognized will advance the mission and support the values of the organization.

3. Effective Communications

Effective communication - written, verbal, and non-verbal - is an essential leadership competency. Skilled communicators can cast vision, inspire, support, and develop teams and individuals. Communication allows for clarity of expectation, course correction, and relationship building.

Further, effective communication both leans on and builds into many other leadership competencies. For example, it's not enough to be self-aware, emotionally intelligent, strategic, or innovative - leaders must learn to translate those competencies to others through their written, spoken, and non-verbal communication.

Take your time reviewing these different aspects of effective communication as they pertain to varying leadership assignments. We trust you'll recognize some of the challenges. We hope the suggestions help you build toward success.

4. Innovation

Leading an organization in the current climate of fast-paced change requires new ways of thinking and the ability to quickly adapt and react effectively. Development of these qualities in oneself, as well as creation of a culture of innovation and creativity, are critical leadership skills.

5. Leading Teams

The work that a manager does with their functional team and the ability to lead them properly is one of the most important skills that need to be developed.

It is important that as a manager grows their skill set that they pick up the habit of team reliance and let go of self-reliance. Leaders must lead the people that manage the processes.

If you want to go faster, go alone. If you want to go far, go together. (African Proverb)

GET TO KNOW YOUR CURRENT SELF

One must have good self-awareness and knowledge of current personal competencies in order to effectively develop, grow, and reach future career goals. Two categories should be assessed:

1. Personality and Emotional Intelligence
2. Experience/Job skills and Leadership Level

Personality & Emotional Intelligence

360 Degree Review

- Some companies utilize this method for performance evaluations. Having this done can be very illuminating as you receive detailed feedback from above, below and horizontally within your organization.
- To fully benefit from the process, you need an outside consultant to interpret the results.
- Personality profile assessment: this management tool provides an evaluation of personal attributes, values, and life skills. There are several tools available, including Myers-Briggs, DISC, Colors, etc.
 - The purpose of the Myers-Briggs Type Indicator® (MBTI®) personality inventory is to make the theory of psychological types described by C. G. Jung understandable and useful in people's lives.
 - The essence of the theory is that much seemingly random variation in the behavior is quite orderly and consistent, being due to basic differences in the ways individuals prefer to use their perception and judgment.

Emotional Intelligence (EQ)

- Purchase the most current hard copy of this book and use the unique code to take the EQ test and learn about the importance and power of Emotional Intelligence

Performance Reviews

- Review your own annual performance evaluations for the past 3-5 years:
 - What themes are consistent?
 - What have you already improved?
 - What remains to be worked on?
 - What are your strengths and weaknesses, and how can you draw on them to benefit your team/organization?

Seek Mentorship

- A mentor should be able to share skills, knowledge, and expertise
- Willing to teach what they know and accept the mentee where they currently are in their professional development
- Remember what it was like just starting out
- Commitment from both parties on the relationship

Peer Feedback

- Establish a peer feedback partner within your organization:
- When you are working to improve, it helps to have someone you trust to give you feedback as they watch you in action. choose someone who will see you fairly frequently in meetings and interacting with others, share your goals with them, and meet regularly so they can provide feedback on how they perceive you are doing on fulfilling your intentions.

Assessing Experience/Job Skills & Leadership Level

Develop Individual Development Plan (IDP)

- The IDP is a framework and process to plan, track, and assess your progress
- Components include leadership strengths, philosophy, development priorities, action plan, and reflection notes.

Develop Personal Leadership Philosophy

- A leadership philosophy is a tool to define how your values, beliefs, and experiences guide what type of a leader you are or strive to be.

PATHWAYS

First Line Managers

Communications

Core Priorities

- Defining and assigning work to be done, including communicating with the boss and others about needs or expectations, planning, organizing, choosing people, and delegating.
- Enabling direct reports to do the work by monitoring, coaching, providing feedback, acquiring resources, problem-solving, and communicating.
- Building social contracts through establishing relationships with direct reports, bosses, and support groups that facilitate open dialogues and trust.

Skills to Hone

- Interviewing & Training
- Giving formal and informal presentations: up, down, and sideways
- One-on-one conversations with directs (listening, asking questions)
- Feedback with directs: providing regular positive and negative (frequency of 10 positive to 1 negative - from Manager Tools) performance/behavior-based feedback
- Coaching with directs: providing learning/growth opportunities specific to and driven by directs

Opportunities to Grow:

- Develop your network by increasing your activity on the AZA network community (as relevant to your work)
- Consider supporting an AZA program/initiative (e.g. SSP, TAG, SAFE) to increase your exposure to alternative communication styles and grow your network
- Consider engaging with and seeking leadership positions within other relevant membership organizations
- Encourage your team by communicating what they do well in writing quarterly
- Submit a conference presentation proposal to formally share something your team is doing well (or struggling to accomplish)
- Read:
 - [*Simply Said: Communicating Better at Work* by Jay Sullivan](#)
 - [*Crucial Conversations* by Kerry Patterson](#)
 - [*Radical Candor* by Kim Scott](#)

Key Challenges

- Transition from individual advocacy to team advocacy when voicing perspective
- Communicate expectations for others - particularly in ways that others can receive well (applying the “platinum rule” to “do unto others as they would want done unto them”).
- Clearly communicating expectations and following up with feedback.

Self-Awareness & Executive Presence

Core Priorities:

- Define and assign work to be done, including communicating with the boss and others about needs or expectations, planning, organizing, choosing people, and delegating
- Enabling direct reports to do the work by monitoring, coaching, providing feedback, acquiring resources, problem-solving, and communicating
- Building social contacts through establishing relationships with direct reports, bosses, and support groups that facilitate open dialogues and trust
- Making time available for subordinates – both at your request and at theirs
- Communication time with other units, customers, suppliers

Key Challenges:

- Dramatic shift from getting results through personal proficiency
- Dramatic shift from relationship building for personal benefit/result
- Shift from peer to supervisor

Skills to Hone:

- Delegation
- Coaching and feedback
- Rewards and motivation
- Communication and climate setting
- Relationship building – up, down, sideways, for the unit's benefit
- Getting results through others - success of direct reports
- Self as manager
- Visible integrity
- Develop an awareness that how you show up matters

Opportunities to Grow:

- Use tools described in **Current Self** section to self-assess and improve awareness
- Begin to formulate leadership philosophy; note the attributes you admire in leaders and managers.
- Don't be afraid to ask for feedback
- Join AZA Network Communities
- Consider engaging with (and seeking leadership positions within) other relevant membership organizations
- Read:
 - [Good to Great by Jim Collins](#)
 - [Radical Candor by Kim Scott](#)
 - [7 Habits of Highly Effective People by Steven Covey](#)

- [From Bud to Boss by Kevin Eikenberry](#)

Innovation & Learning Agility

Core Priorities:

- Support new initiatives when your organization is working towards change
- Take on new roles/tasks when your organization is working towards change
- Encourage your team/work unit to support the change and take on new tasks as well
- Suggest opportunities for change and process improvement
- Learn about the business of your current peers and current superior

Key Challenges:

- Recognize resistance to change is inherent in most people, and work to overcome resistance to change in yourself or others
- Adhere to the company's values while also seeing ways to evolve and improve

Skills to Hone:

- Become comfortable taking risks
- Take accountability for mistakes when new approaches fail
- Celebrate attempts to try new things, even when they don't work out
- Develop process to review/debrief and learn from previous events/actions

Opportunities to Grow:

- Join AZA Network Communities
- Read:
 - [Good to Great by Jim Collins](#)
 - [Tipping Point by Malcolm Gladwell](#)
 - [Year of Yes by Shonda Rhimes](#)
 - [Switch by Chip and Dan Heath](#)

Growing Others

Core Priorities:

- Promote individual growth
- Communicate opportunities to first-line staff
- Encourage advanced training for self and others
- Provide opportunities and assignments for team members to 'own'
- Empower and encourage advancement for self and others

Key Challenges:

- Budget constraints for all of team to participate in external training
- Equitable opportunities for growth
- Motivating team (group and individuals)
- Maintaining cultural alignment with the organization

Skills to Hone:

- Time management
- Effective communication
- Demonstrate appreciation in different ways
- Feedback
- Coaching
- Delegation

Opportunities to Grow:

- Consider supporting an AZA program/initiative (e.g. SSP, TAG, SAFE) to increase your exposure to alternative communication styles and grow your network
- Consider engaging with (and seeking leadership positions within) other relevant membership organizations.
- Encourage others to get involved in AZA/other relevant membership organizations
- Maintain a positive attitude and atmosphere of encouragement/collaboration
- Personal development - see Current You section
- Read:
 - [Emotional Intelligence 2.0 by Travis Bradberry](#)
 - [The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever by Michael Bungay Stanier](#)
 - [The Leadership Pipeline: How to Build the Leadership Powered Company by Ram Charan and Steve Drotter](#)

Leading Teams

Core Priorities:

- Interpersonal Skills - developing relationships for the unit's benefit
- Diplomacy - how to interact and get along with other departments
- Emotional Intelligence
- Communication Skills - what your role is in a departmental meeting, be prepared with something to offer the group
- Coaching and Feedback via touch points with front-line staff, one-on-ones, and performance reviews

Key Challenges:

- Confidence - building of confidence from a first-line manager position
- Resilience - how to bounce back after personal and unit setbacks
- Managing ambiguity - managing when issues are not clearly defined
- Learning when and how to make good decisions

Skills to Hone:

- Listening Skills - active listening
- Organization and Time Management - using tools for yourself and training others
- Customer Skills - training front line employees in the use of effective customer skills (both internal and external)
- Decision-making

Opportunities to Grow:

- Read:
 - [Strengths Finder 2.0 by Tom Rath](#)
 - [The Seven Habits of Highly Effective People by Stephen Covey](#)
 - [The Power of Moments by Chip Heath/Dan Heath](#)

Manager of First Line Managers

Communication

Core Priorities:

- Empower first-line managers
- Select and train first-line managers
- Hold first-line managers accountable for managerial work
- Communicate openly and consistently about resource allocation among units
- Manage boundaries for your team to help bust silos

Key Challenges:

- Difficulty delegating
- Poor performance management
- Failure to build a strong team

Skills to Hone:

- Giving formal and informal presentations: up, down, and sideways
- One-on-one conversations with direct reports (listening, asking questions)
- Coaching

- Feedback
- Team building
- Communicating function/business relevant information from boss to direct reports

Opportunities to Grow:

- Develop your network by increasing your activity on the AZA network community (as relevant to your work)
- Join an AZA committee or support one by working on a job-relevant initiative within AZA to increase your exposure to alternative communication styles, grow your network
- Seeking leadership positions within other relevant membership organizations
- Submit a conference presentation proposal to formally share something your team is doing well (or struggling to accomplish)
- Identify an external mentor (ahead of you professionally) to support you as you grow communication skills.
- Read:
 - [Leadership Pipeline by Ram Charan and Steve Drotter](#)
 - [The Coaching Habit by Michael Bungay Stanier](#)
 - [The Five Dysfunctions of a Team by Patrick Lencioni](#)

Self-Awareness & Executive Presence

Core Priorities:

- Empower first-line managers
- Represent and promote your unit and organization positively

Key Challenges:

- Difficulty delegating
- Failure to build a strong team
- A single-minded focus on getting the work done
- Work to build teams with diverse perspectives and strengths
- Willingness/Openness to receiving feedback

Skills to Hone:

- Emotional intelligence
- Receiving feedback
- Select and train first line managers
- Hold first-line managers accountable for managerial work
- Deploy and redeploy resources among units

- Expand boundaries for your team to have a total organization focus

Opportunities to Grow:

- Develop your network by increasing your activity on the AZA Network Communities (as relevant to your work)
- Join an AZA committee or support one by working on a job-relevant initiative within AZA to practice using your executive presence, grow your network
- Seeking leadership positions within other relevant membership organizations
- Encourage a feedback-rich culture within your team
- Identify an external mentor (ahead of you professionally) to support you as you grow your leadership philosophy and style
- Read:
 - [*The Coaching Habit* by Michael Bungay Stanier](#)
 - [*The Five Dysfunctions of a Team* by Patrick Lencioni](#)

Innovation & Learning Agility

Core Priorities:

- Empower first-line managers
- Support new ideas and suggestions for new approaches from team members
- Implement change within work group that can then be expanded to entire organization
- Own and acknowledge mistakes, and be accepting of mistakes when made by direct reports and/or peers
- Develop hiring and personnel policies to get the best team in place
- Develop innovative ways your work group can strategically support the big picture and overall business
- Challenge the status quo
- Learn about the business of your current peers and current superior

Key Challenges:

- Resistance to change is inherent in most people
- Identify and support good managers on your team, especially when your own skills are just developing
- Avoid promoting good workers who will not transition well to being good managers.
- Return people to individual-contributor roles if they can't shift their behaviors and values
- Making enough time (prioritize) to coach your people

Skills to Hone:

- Develop time management strategies that allow ample time for self-reflection AND coaching
- Prioritize learning about your people, through one-on-ones to strengthen relational equity and draw on strengths more appropriately

Opportunities to Grow:

- Join AZA Network Communities
- Seeking leadership positions within other relevant membership organizations
- Read:
 - [Managing Transitions by William Bridges](#)
 - [How Change Happens by Leslie Crutchfield](#)
 - [Peak Performance \(book and training\) by Brad Stuleberg and Steve Magnefs](#)

Growing Others

Core Priorities:

- Empower first-line managers
- Create a culture of learning and development
- Encourage first-line managers to promote a team mentality
- One-on-one coaching & goal setting
- Mentoring individual staff
- Reward systems; celebrate the small wins

Key Challenges:

- 'Letting go', difficulty delegating
- Selecting and training the right people
- Finding time to dedicate to each individual seeking mentorship
- Accountability; be consistent across all teams

Skills to Hone:

- Delegation
- Giving feedback and holding first line managers accountable
- Identifying strategies and resources for interviewing and hiring people
- Receiving constructive criticism
- Time management
- Effective communication

Opportunities to Grow:

- Networking through AZA meetings, courses
- Assume leadership roles within AZA community (SSP coordinator, etc)
- Develop relationships in the community with other managers
- Read:
 - [*The Performance Pipeline: Getting the Right Performance At Every Level of Leadership* by Stephen Drotter](#)
 - [*Upside-Down Leadership: A Zoo Veterinarian's Journey to Becoming a Servant Leader* by Donald Janssen](#)

Leading Teams

Core Priorities:

- Empowering First Line Managers - give guidelines and examples
- Change implementation for your group
- Critical employment skills- hiring, firing, discipline, reviews
- Communication - how to lead a meeting and offer direction to the full management unit

Key Challenges:

- Developing key people with skills, evaluating who has potential
- Time management - to coach managers
- Change management - how to overcome negative attitudes around change.

Skills to Hone:

- Time management - being effective at time management personally and being able to train others
- Reflection time - building reflection time into your schedule to develop strategy and goals for your unit and its managers.

Opportunities to Grow:

- Join local business groups - Rotary, Toastmasters, Dale Carnegie, Chamber of Commerce
- Join AZA communities - functional groups that affect your particular area
- Read:
 - [*The 360 Degree Leader* by John Maxwell](#)

FUNCTIONAL MANAGER

Communication

Core Priorities:

- Longer-term thinking around development (3-5 years)
- Ability to make trade-offs within the function that support business strategy, profitability, and competitive advantage rather than just supporting functional success

Key Challenges:

- Managing and valuing work that is unfamiliar or uninteresting
- Spends little or no time with people and problems in unfamiliar areas and a great deal of time with people and opportunities in familiar areas
- Shows a bias toward a familiar area in terms of salary, bonus, budget
- Loses people in his function at a higher than normal rate
- Immaturity as a manager
- Is not particularly interested in taking on the responsibilities of a leader; much more interested in being a hands-on manager and performer
- Doesn't trust others, especially subordinates in unfamiliar functions
- Can't let go of work and must control everything
- Has poor communication skills, in terms of both listening and speaking
- Delegates too much and lacks a control system

Skills to Hone:

- Communicating Business/Function level Vision
- Story-telling
- Coaching & Feedback
- Team Building
- Board and External Stakeholder communications and relationship development

Opportunities to Grow:

- Develop your network by increasing your activity on the AZA network communities
- Expand your role within AZA by finding a new way to serve or stepping into a role with greater responsibility
- Seeking leadership positions within other relevant membership organizations
- Identify an external mentor to support you as you grow communication skills
- Encourage your team by communicating what they do well in writing quarterly (intentionally integrate storytelling)
- Pull together and/or moderate a conference presentation that engages a relevant functional challenge facing AZA institutions moving forward
- Practice telling stories with your mentor/feedback partner

- Read:
 - [Fierce Conversations by Susan Scott](#)
 - [It's Not Just Who You Know by Tommy Spaulding](#)
 - [The Leadership Challenge by James Kouzes & Barry Posner](#)

Self-Awareness & Executive Presence

Core Priorities:

- Longer-term thinking around development (3-5 years)
- Complete understanding of the business model in detail and long-term strategic direction and goals
- Factoring all aspects of the function into strategic thinking
- Ability to make trade-offs within the function that support business strategy, profitability, and competitive advantage rather than just supporting functional success
- Recognize the impact your actions and words may have on lower level employees

Key Challenges:

- Failure to make the transition from an operational-project orientation to a strategic one
- Demonstrates a poor sense of how the business operates
- Lacks long-term thinking (much more focused on short-term)
- Lacks functional strategy tying functional activity to business goals
- Ignores corporate functional standards, needs, policies, and programs
- Inability to manage and value work that is unfamiliar or uninteresting
- Spends little or no time with people and problems in unfamiliar areas and a great deal of time with people and opportunities in familiar areas
- Shows a bias toward a familiar area in terms of salary, bonus, budget
- Loses people in their function at a higher than normal rate
- Immaturity as a manager
- Is not interested in taking on the responsibilities of a leader; much more interested in being a hands-on manager and performer
- Does not trust others, especially subordinates in unfamiliar functions
- Cannot let go of work and must control everything
- Has poor communication skills, in terms of both listening and speaking
- Delegates too much and lacks a control system
- Openness to receiving feedback

Skills to Hone:

- Shift thinking from functional unit success to business success

- Representing the interests of a functional unit while being mindful of the business priorities and needs.
- Strategic delegation

Opportunities to Grow:

- Take on leadership roles in cross-department initiatives where appropriate to practice developing executive presence
- Revisit leadership philosophy and update as relevant
- Read:
 - [The Next Level by Scott Eblin](#)

Innovation & Learning Agility

Core Priorities:

- Establish your own broad, long-term perspective of how the future could look
- Challenge the status quo for your area of the business
- Prioritize strategic thinking and succession planning
- Focus on a sustainable competitive advantage
- Skip-level communication to stay in touch with line staff; this will allow staying in touch with potential areas for innovation
- Learn about the business of your current peers and current superior

Key Challenges:

- Resistance to change inherent in most people
- Avoid promoting good workers who will not transition well to being good managers
- Making enough time to coach your people
- Maintaining a healthy pipeline of talent

Skills to Hone:

- Skip-level communication
- Coaching and mentoring
- Prioritize succession planning

Opportunities to Grow:

- Read:
 - [The Next Level by Scott Eblin](#)
 - [How Change Happens by Leslie Crutchfield](#)
 - [An Everyone Culture: Becoming a Deliberately Developmental Organization by Robert Kegan](#)

Growing Others

Core Priorities:

- Establish short and long term goal
- Develop teams through IDPs
- Understand and communicate the vision of the organization
- Create an enjoyable work environment; promote fun

Key Challenges:

- Be available as a leader
- Failure to transition from an operational-project orientation to strategy
- Inability to manage and value work that is unfamiliar or uninteresting
- Immaturity as a manager

Skills to Hone:

- Time-management; prioritization
- Effective communication
- Coaching and feedback
- Practice active listening
- Team building
- Leadership presence

Opportunities to Grow:

- Become more involved in relevant AZA Network communities
- Regularly encourage the team through personal communication
- Identify an external mentor to help grow you and your communication
- Read:
 - [The Next Level by Scott Eblin](#)

Leading Teams

Core Priorities:

- Establish short and long term development goals for you and your team (3-5 years)
- Develop your own character and brand - be self-aware of how you show up and what others' perceptions of you are
- Work on self-discipline - be sure that you are able to set a good example in how you work. Character, Positive Attitude
- Continue to develop people skills - this is the time to really be working at

making a team cohesive and effective by how the culture of the team is developed

- Select a peer mentor to work with

Key Challenges:

- Don't be content with the status quo - challenge things as they are and keep improving; success is never final.
- Remove insecurity in your management style - be bold and fearless

Skills to Hone:

- Lead by example
- Listening to employees – active listening
- Recognition of employees – be sure to have a good recognition and celebration program

Opportunities to Grow:

- Proper delegation - not holding on to too much for fear of letting go
- Select a peer mentor with whom to work.
- Read:
 - [The Next Level by Scott Eblin](#)

Business Manager

Communication

Core Priorities:

- Thinking differently
- Managing the complexity of the operation
- Learning to value the functions of all units
- Being highly visible in the organization

Key Challenges:

- Effective communication – learning to talk about the whole business in new and exciting ways, and identifying the appropriate strategic frame of reference in one-on-one and group settings to get their message across
- Inability to assemble a strong team – avoiding favoritism, prioritizing encouragement and people over tech and product
- Neglect of the soft issues – culture, feedback, organization beliefs, etc.

Skills to Hone:

- Offer a clear, concrete, concise, and compelling vision for the organization and culture of a place
- Story-telling
- Coaching & feedback
- Team building
- Board and external stakeholder communications
- Formal presentations

Opportunities to Grow:

- Develop your network by increasing your communication with other AZA leaders
- Identify an external peer mentor to support you as you grow communication skills
- Encourage your team by communicating what they do well in writing quarterly
- Serve on other boards to grow your board level communication skills.
- Connect and foster relationships with local leaders; build community relationships with other leadership teams or industries
- Read:
 - [The Next Level by Scott Eblin](#)
 - [The Four Obsessions of an Extraordinary Executive by Patrick Lencioni](#)

Self-Awareness & Leadership Presence

Core Priorities:

- Thinking differently
- Managing the complexity of the operation
- Learning to value the functions of all units
- Being highly visible in the organization

Key Challenges:

- Effective communication - learning to talk about the whole business in new and exciting ways, and identifying the appropriate strategic frame of reference in one-on-one and group settings to get their message across
- Neglect of the soft issues – culture, feedback, org beliefs, etc.
- Taking time to reflect
- Prioritize recharging and doing things that allow you to show up with the leadership presence you desire.

Skills to Hone:

- Developing and maintaining a culture of feedback within your organization by actively seeking and delivering; create a safe environment for development

- Shift your frame for communication away from “more transactional” toward “more inspirational”

Opportunities to Grow:

- AZA’s Executive Leadership Development Program
- Grow relationships with peer feedback partners and mentors, both within and outside of your organization
- Leadership programs in your local community
- Read:
 - [The Next Level by Scott Eblin](#)

Innovation & Learning Agility

Core Priorities:

- Establish your own broad, long-term perspective of how the future could look
- Challenge the status quo for your area of the business
- Look for a sustainable competitive advantage
- Skip-level communication to stay in touch with line staff while managing their managers; this will allow staying in touch with potential areas for innovation
- Learn about the business of your current peers and current superior

Key Challenges:

- Resistance to change is inherent in most people
- Avoid promoting good workers who will not transition well to being good managers
- Prioritizing time to coach your people

Skills to Hone:

- Skip-level communication
- Coaching and mentoring
- Feedback

Opportunities to Grow:

- Read:
 - [The Next Level by Scott Eblin](#)
 - [How Change Happens by Leslie Crutchfield](#)

Growing Others

Core Priorities:

- Be present and be a visible leader
- Communicating the vision with transparency
- Learning to value all functions
- Create a culture of learning and development
- Define clear expectations for team

Key Challenges:

- Communicating and supporting change
- Maintaining focus on culture and feedback

Skills to Hone:

- Team reliance
- Holding managers and team accountable
- Coaching and feedback
- Board and stakeholder development
- Public speaking
- Practice offering regular recognition, support and praise

Opportunities to Grow:

- Monitoring the teams from the mezzanine level
- Increase communications with other AZA leaders
- Connect with local leaders and build community relationships
- Read:
 - [*Build An A Team: Play to Their Strengths and Lead Them Up the Learning Curve* by Whitney Johnson](#)

Leading Teams

Core Priorities:

- Communication Skills - important that they are custom fit
- Collaboration Skills - conduct a teambuilding exercise to build culture and relationships
- Critical Thinking skills
- Finance Skills - how to lead a group in effective resource management
- Project Management Skills
- Being Visible - MBWA - Manage By Walking Around
- Confidence in your leadership presence
- Inspiring alignment with the mission

Key Challenges:

- Spend time doing the critical but not urgent work, taking time to reflect and not just do
- How to implement change
- Regular renewal of your energy and perspective
- Inspiring alignment with the mission

Skills to Hone:

- Strategic planning
- Team reliance
- Defining what the team will do
- Holding the team accountable for results
- Defend your time to secure your ability to spend time on the critical work

Opportunities to Grow:

- Local business connections
- Looking right, left and diagonally as you lead
- An outside in view of the entire organization
- Read:
 - [Managing Transitions by William Bridges](#)
 - [Peak Performance \(book and training\) by Brad Stulberg and Steve Magness](#)
 - [The Next Level by Scott Eblin](#)
 - [“Grit” The Power of Persuasion and Perseverance by Angela Duckworth](#)
 - [7 Habits of Highly Effective People by Stephen Covey](#)

Resources

- [1. Simply Said: Communicating Better at Work, Jay Sullivan](#)
- [2. Crucial Conversations, Kerry Patterson & Joseph Grenny](#)
- [3. Radical Candor, Kim Scott](#)
- [4. Good to Great, Jim Collins](#)
- [5. Tipping Point, Malcolm Gladwell](#)
- [6. Year of Yes, Shonda Rhimes](#)
- [7. Switch, Chip Heath & Dan Heath](#)
- [8. Emotional Intelligence 2.0, Travis Bradberry](#)
- [9. The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever, Michael Bungay Stanier](#)
- [10. The Leadership Pipeline: How to Build the Leadership Powered Company, Ram Charan & Steve Drotter](#)
- [11. Strengths Finder 2.0, Tom Rath](#)
- [12. The Seven Habits of Highly Effective People, Stephen Covey](#)
- [13. The Power of Moments, Chip Heath & Dan Heath](#)
- [14. The Five Dysfunctions of a Team, Patrick Lencioni](#)
- [15. Managing Transitions, William Bridges](#)
- [16. How Change Happens, Leslie Crutchfield](#)
- [17. Peak Performance \(book and training\), Brian Elms](#)
- [18. The 360 Degree Leader, John Maxwell](#)
- [19. Fierce Conversations, Susan Scott](#)
- [20. It's not just who you know, Tommy Spaulding](#)
- [21. Leading out Loud, Terry Pearce](#)
- [22. The Leadership Challenge, James Kouzes & Barry Posner](#)
- [23. The Next Level, Scott Eblin](#)

24. [An Everyone Culture: Becoming a Deliberately Developmental Organization. Robert Kegan](#)
25. [The Four Obsessions of an Extraordinary Executive. Patrick Lencioni](#)
26. [Build An A Team: Play to Their Strengths and Lead Them Up the Learning Curve, Whitney Johnson](#)
27. ["Grit" The Power of Persuasion and Perseverance. Angela Duckworth](#)
28. [The Performance Pipeline: Getting the Right Performance At Every Level of Leadership by Stephen Drotter](#)
29. [Upside-Down Leadership: A Zoo Veterinarian's Journey to Becoming a Servant Leader by Donald Janssen](#)
30. [From Bud to Boss by Kevin Eikenberry](#)