

## Mentors' Briefing

### “The Transformational Shift: From Managing to Leading”

#### Workshop Overview

This session is designed to address the transformational shift that occurs when moving from being perceived as a strong tactical manager, to a strategic leader. In order to make the “shift” – leaders first need to have a clear understanding of themselves: their strengths, values, and leadership beliefs - that guide their decisions, their relationships, and their overall results. A leadership framework and key tenets are provided, along with further insights into how style/approach affects your results and leadership impact.

#### Action Assignment

Two key actions were identified:

1. To help them shift the balance, participants were asked to identify at least one action to implement this month which will demonstrate their shift from managing to leading – and will allow them to have a greater leadership impact for their team and their organization.
2. One of the critical characteristics of an effective leader identified during this workshop is the leader’s ability to create and maintain relationships (or alliances) throughout their organization. Participants were asked to use the insights gained during this workshop to create a strategy to develop or further enhance an alliance that is critical for them within their organization.

#### How You Can Support the Learning

*After the Workshop:*

- Ask your mentees about the "Transformational Shift " model for leadership impact. Share your perspectives on how you have addressed the balance between managing and leading as you advanced in your career, and areas for your mentees to address. *(What do they need to do less of? More of? What else do they need to know about their organization’s key leadership and business initiatives, and how to best align and support these?)*
- Discuss your mentees’ LIFO Style assessment (and share your style as appropriate). Discuss their preferred styles – specifically what are the strengths of their preferred style, what excesses do they need to moderate, are there any “blind spots” to their style. *What did they learn about their “Intention, Behavior, and Impact” that has implications for how they are viewed as a leader today?*
- Provide feedback on how they can leverage their strengths to build more effective alliances – to be viewed as truly “crucial associates” within their organizations.