

Why Leaders Fail

- As an individual contributor you are focused on success of the unit/ small team. As you move up it is about lifting the entire team.
- The skills that got you here are not the skills you need now. (Functional expertise vs. interpersonal skills, persuasion, listening, communicating, visioning)
- The competitive ego of beating others in the organization needs to be replaced. Control your ego. Direct the competitive drive to the external world and collaborate internally.
- Don't wait for an optimal solution. You need to lead and act quickly. A satisfactory solution that achieves that objective is good enough. The solution may be different from your way of achieving the outcome.
- Don't do the work of other people- Given the perspective and resources I have what is it that only I can do.
- Instead of telling your team how to do the work... define the work your team needs to do. Teams that work for controlling people stagnate rather than grow. Be the "keeper of the what, not the master of the how."
- There is more than one way to achieve an outcome. Don't require people to think and process, like you. There is more than one way to achieve a desired outcome.
- Your peers are competent. Open and regular communication is the catalyst for trust between peers. When communication is lacking, people tend to make assumptions and create stories about the actions and motives of others. Partner horizontally.
- You must shift your allegiance from what is best for you and your function to what is best for the leadership team and the organization. Influence comes from collaboration and sharing information and resources with your peers. Focus externally rather than inwardly (silo)
- How you treat people in the long run is how you will be treated. Get to know your peers, build trust, establish credibility and seek to collaborate.
- You don't need to be the smartest person in the room and be right all the time, the right solution is the one that actually solves the problem.