

# Leadership Transitions





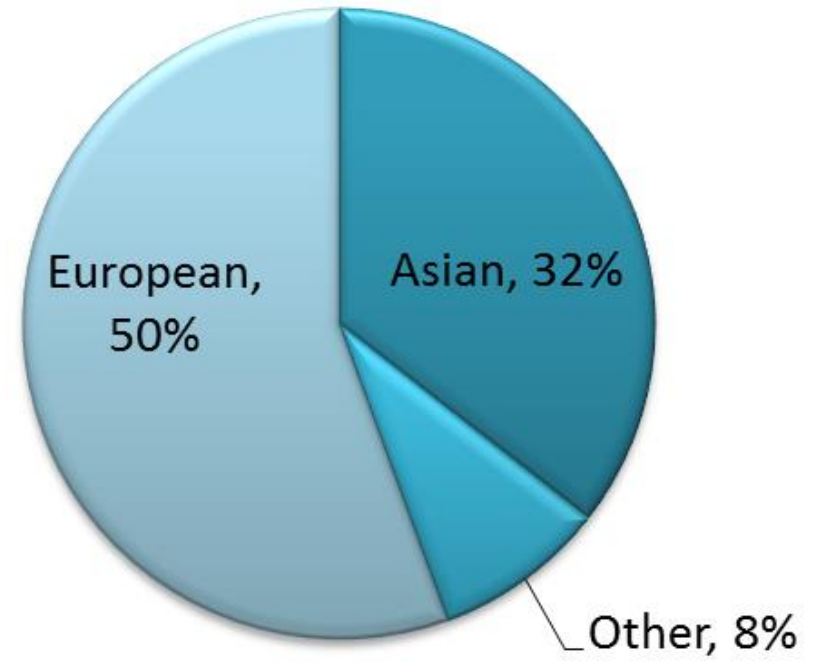
Awarded Fellowship  
in Centre for  
Evidence-based  
Management

**David Creelman**  
**CEO Creelman Research**

Winner of the Walker Award for work on *Boards and HR*

Co-author of *Lead the Work: Navigating a world beyond employment*

Collaborator with Henry Mintzberg, Ed Lawler, Dave Ulrich, John Boudreau,  
Wanda T. Wallace



# Special Thanks to....



Dr. Wanda T. Wallace  
Whose work is the basis of  
today's discussion

[www.leadershipforuminc.com](http://www.leadershipforuminc.com)

# Let's get focused with feedforward

“ Write down one leadership development challenge your organization faces.

”

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“ (30 seconds)

Find another participant and introduce yourself

Say *“My issue is \_\_\_\_\_ . What might help?”*

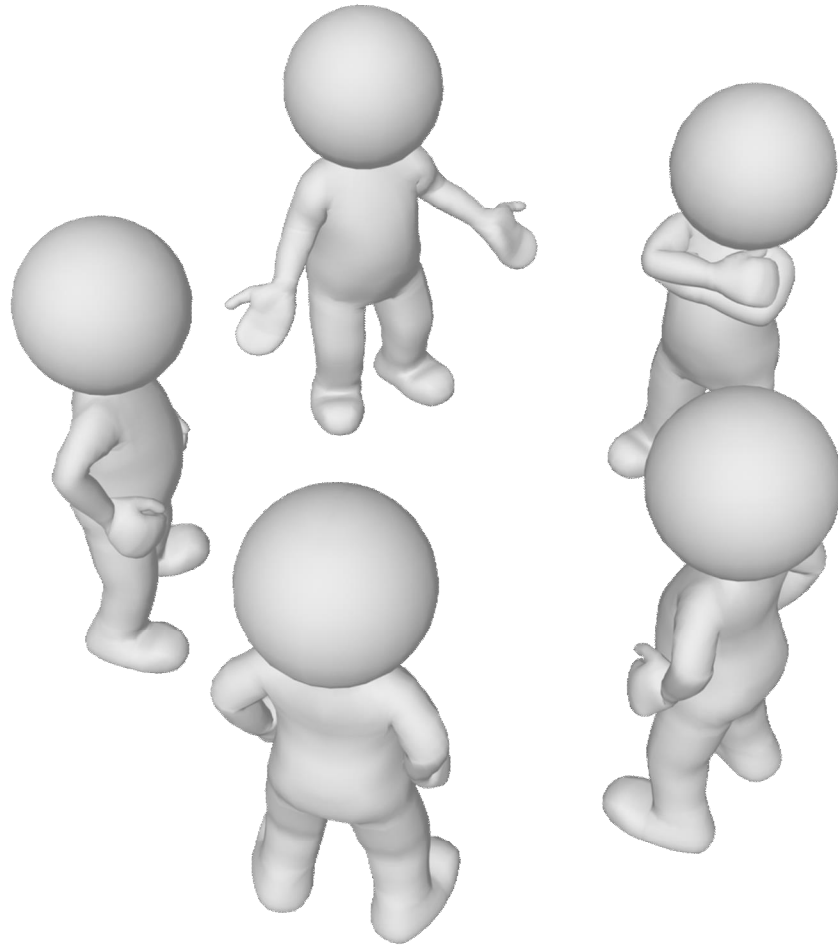
They give two pieces of advice.

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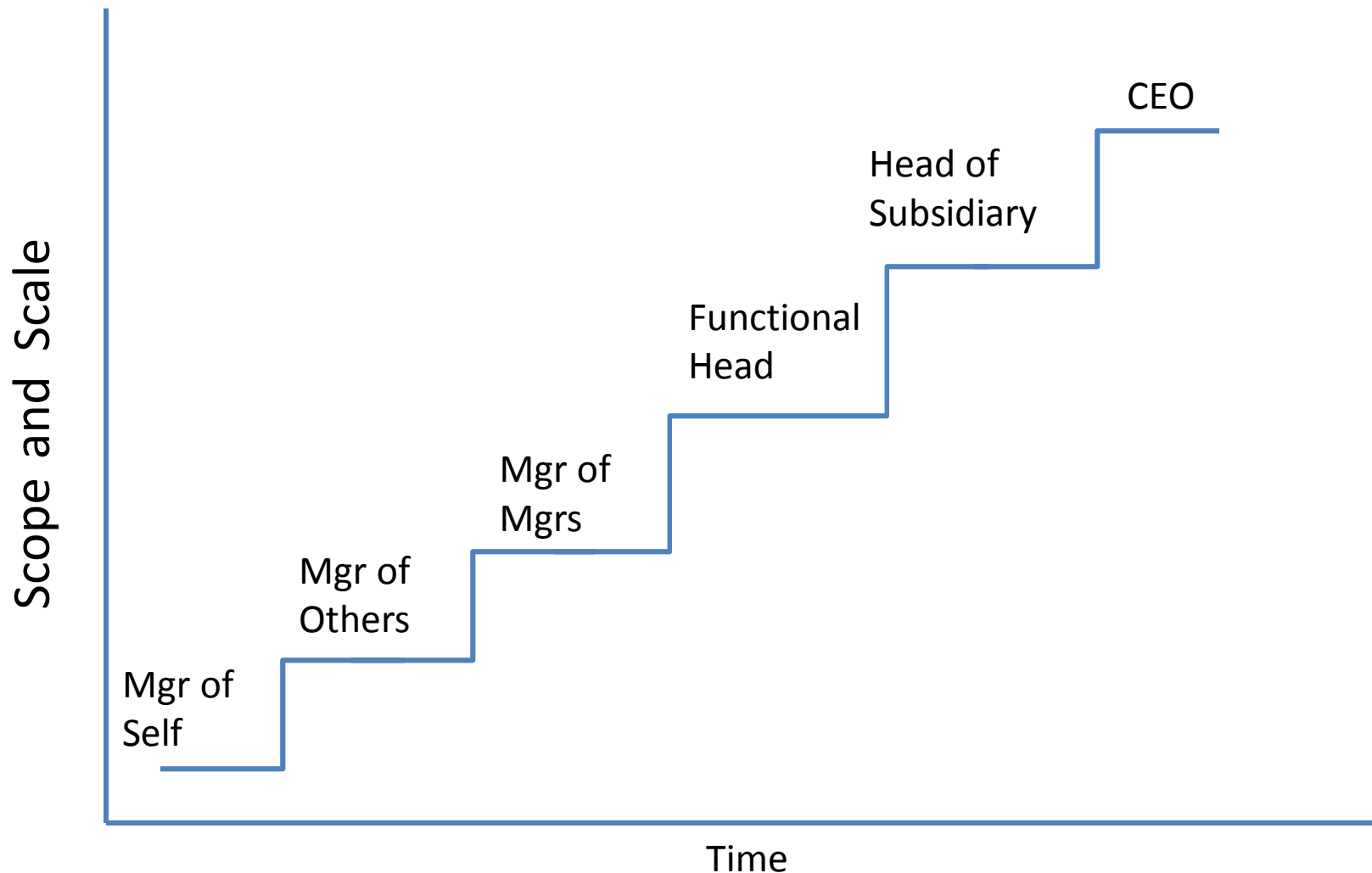
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You say *“Thank you. What’s your issue?”*  
and you’ll give advice.

Then repeat with a new participant until the exercise is over.

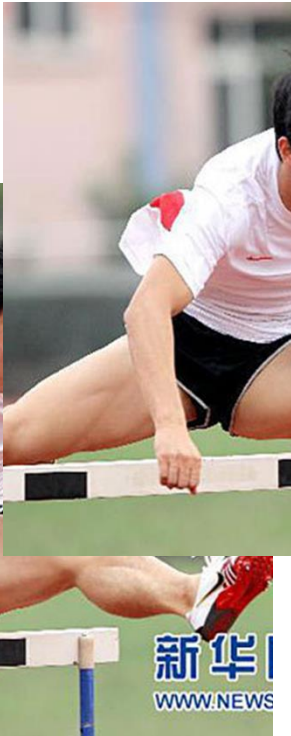


# Typical Career Trajectory







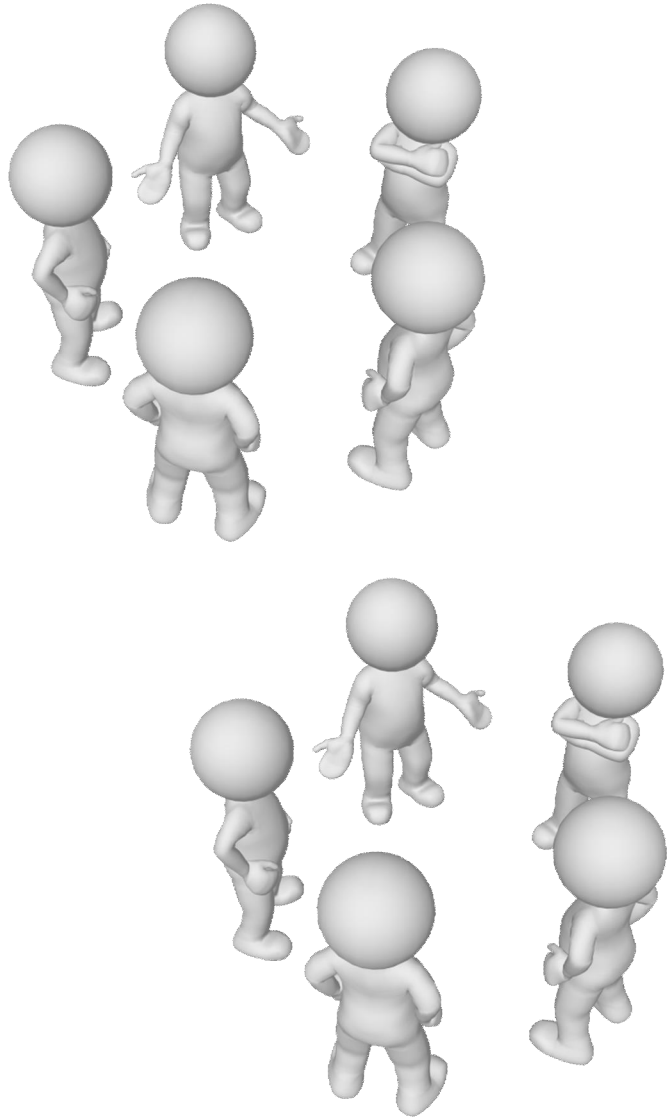


# Think of a failed transition

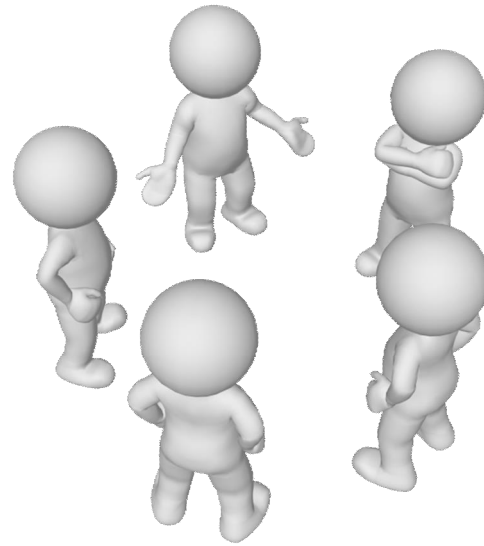


# The Toughest Transition





12:08

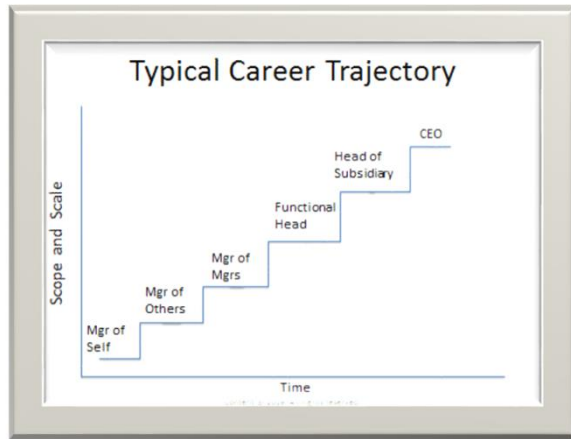


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# The Dreaded Straddle Role

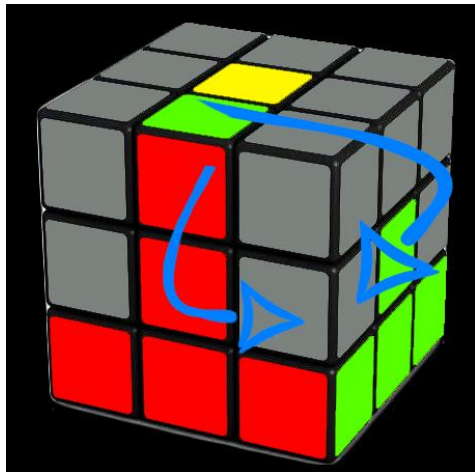


# Quick Review





FOCUS



WORK STYLE



IDENTITY





## Specialist Leader

## Generalist Leader

Focus on the detail, sometimes at the expense of the big picture

Being commercial and strategic  
 Communicate the big picture in a compelling way  
 Translating expertise into language of the commercial and vice versa

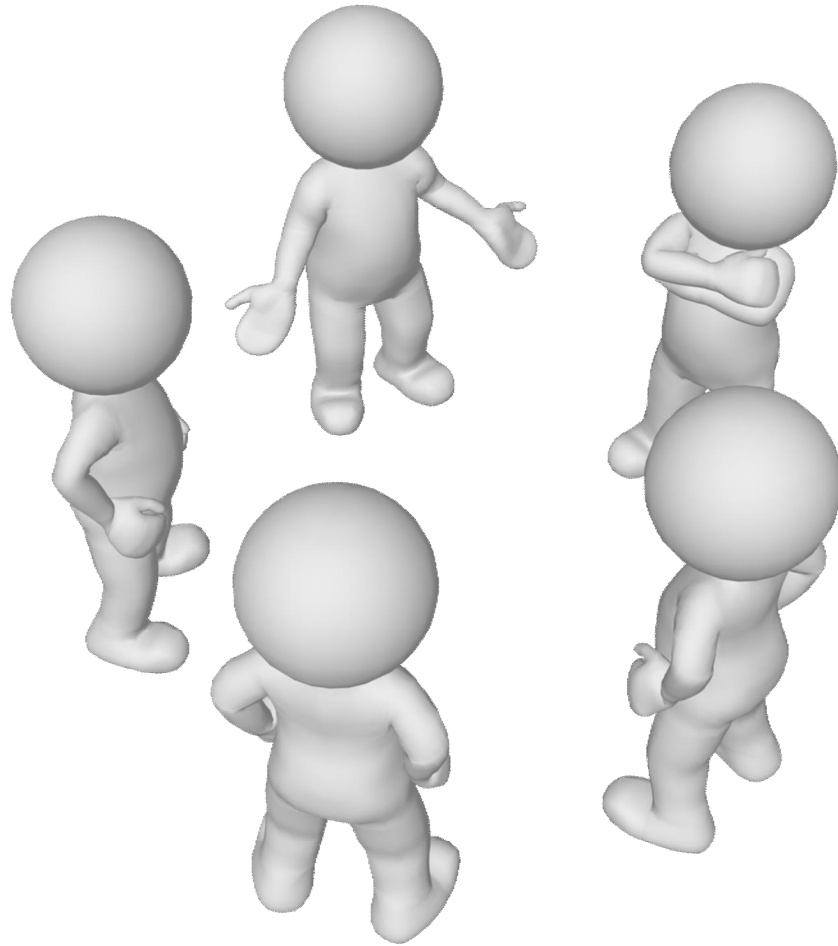
Value added is self-evident

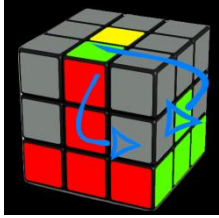
Value added is not always clear

Being right, dealing in absolutes

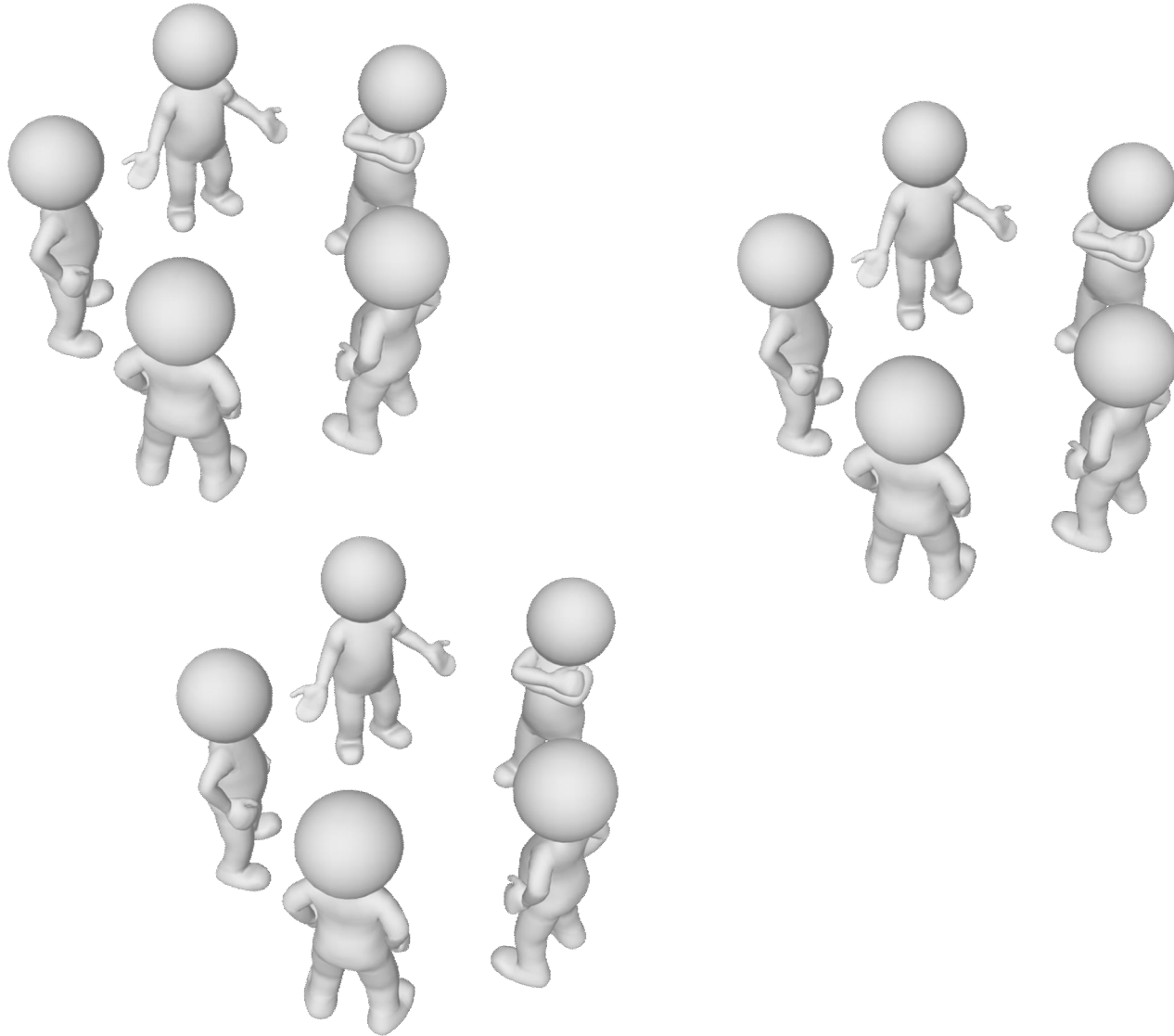
Need professional networks more than organizational networks and hierarchies

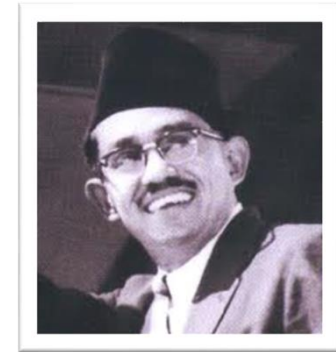
Seeking clarity





How Specialist Leaders Work	How Generalist Leaders Work
Being in control and needing to know all the information	Knowing when to let go and when to get involved, working with people who know more than you
Doing it yourself	Relying on and enabling others
Deep focus and concentration	
Reliance on logic, analysis and evidence for making decisions	
Influence through rational argument	
Relative control of how you spend your time	
Command and control works	





<b>How Specialist Manage Interactions</b>	<b>How Generalist Leaders Manage Interactions</b>
People follow because you are knowledgeable	People follow because they are inspired
Deal with people like yourself	
A quirky personality is acceptable	
Conflict is resolved by going into detail	
Conversations are about facts	
Knowledge rules	

What to do?

## For example...

Trust in others is not based on naïve faith nor some magical intuitive power. It is supported by verifying what you hear from your staff with signals you get from elsewhere.

## For example...

Make your criteria of success the fact that the organization is moving in the right direction. If things are happening, if people are reasonably aligned and taking action, if that action is pretty much on track, then that is a success.

It is too easy for organizations to spin their wheels, so focus on getting action not perfecting a decision. Get excited about opportunities. Get anxious about delays.



# Questions and Discussion