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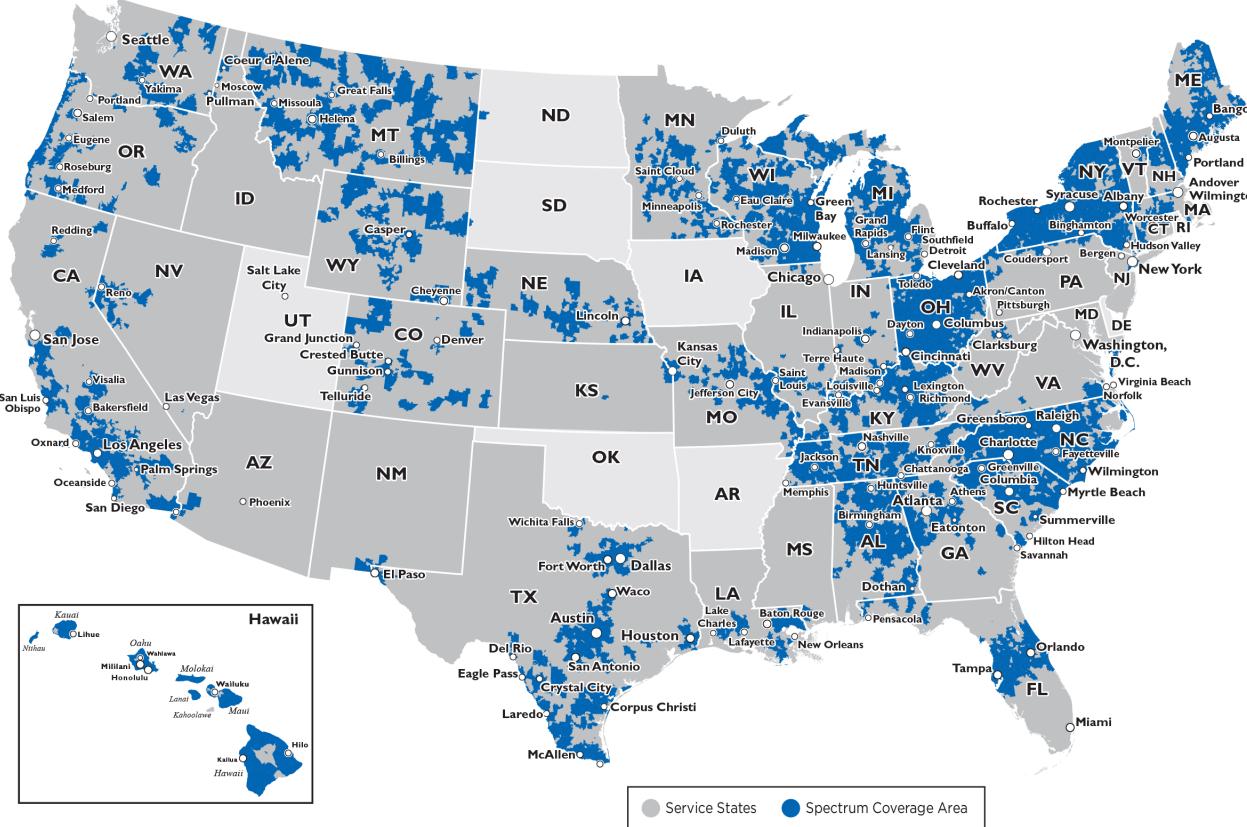
5 Ways To Lead When You're Not In Charge

JO MILLER

#GHC19

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Sandy Grason

Sr. Director Software Development at Charter Communications

Expert in critical business relationships & leading teams. Former CEO, Business Strategist, Consultant, Author & Entrepreneur with over a decade of entrepreneurial experience. My philosophy is take your work seriously, but never yourself. Play 100% full out every day. Have FUN.



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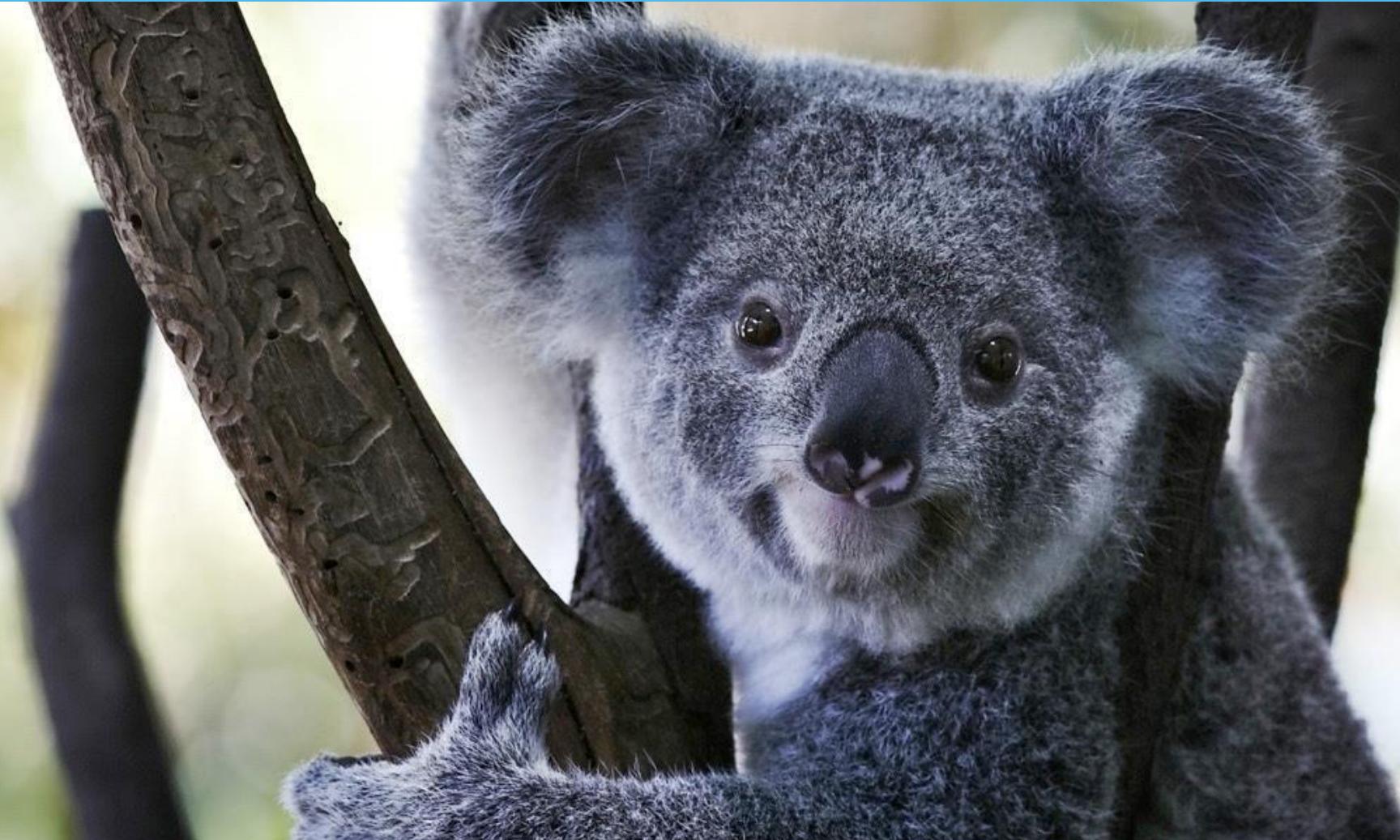
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5 Ways To Lead When You're Not In Charge

JO MILLER

I HAVE SOME UNIQUE



KOALAFICATIONS



Are you the best
kept secret in your
organization?

5 Ways To Lead When You're Not In Charge



- I. See Yourself as a Leader, Now
- II. Shift Your Mindset from Doing to Leading
- III. Own Your Authority

Misstep 1: Waiting for permission
or an invitation to be a leader

Leaderly Move: Recognizing the
leader in yourself

“See yourself as a leader *now*.
Leadership is an action, not a position.”

— Cindy Pace, Vice President, Global Chief Diversity
and Inclusion Officer, MetLife

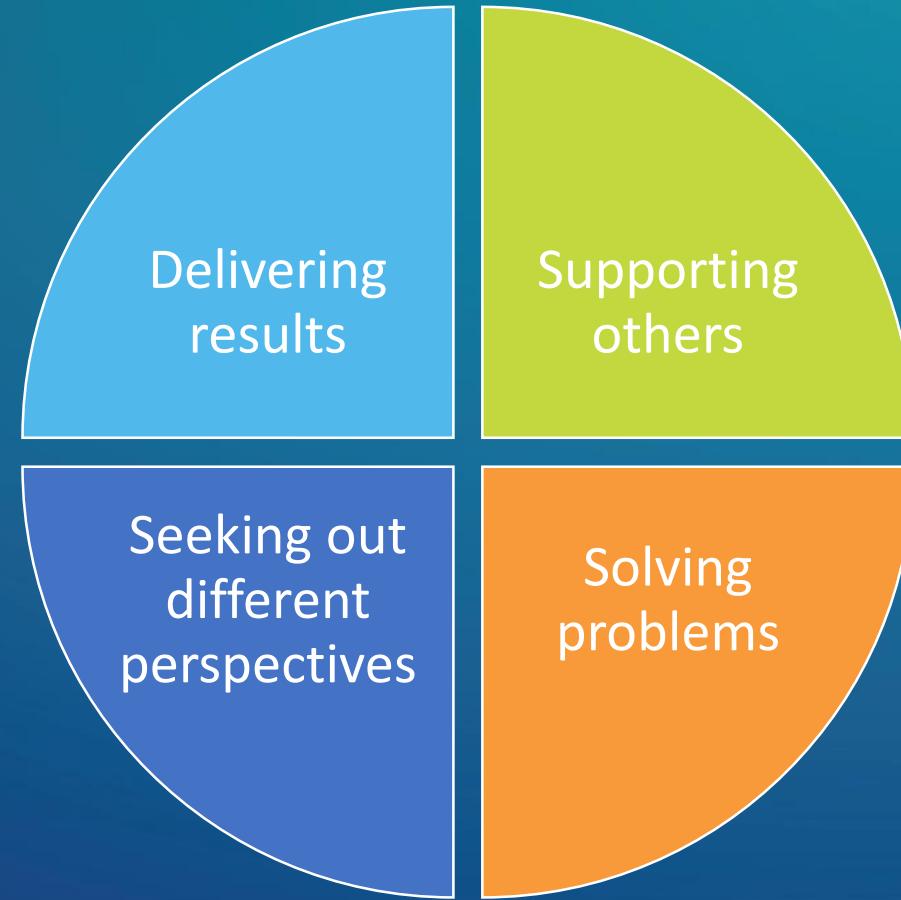
Leadership

=

making a bigger difference
than you can make alone.

You're much more of a leader than you think.

4 behaviors account
for 90% of leadership
effectiveness



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You're more of a leader than you give yourself credit for.



You don't need a title or a team to be a leader or to accomplish amazing things.



Lift your head up, shift your focus, and rebalance your approach in favor of less doing, more leading.

When you lie on your resume
about having previous
sheepdog experience...



How to be a leader
that people want to follow!

Misstep 2: Acting like a doer, not a leader

Leaderly Move: Shifting your mindset from doing to leading



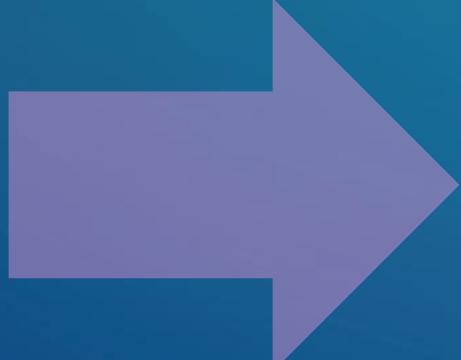
84 percent of U.S. employees are ‘matrixed’ to some extent today – meaning, they work on multiple teams *every day*.

Source: “Revisiting the Matrix Organization,” *McKinsey & Company*, 2016

I asked 16 leaders...

“What skills do you most appreciate seeing in employees who step up and lead without authority?”

The Shift List

- Tactician
 - Doing
 - Optimizer
 - Order-taker
 - *Me*
- 
- Strategist
 - Delegating
 - Transformer
 - Rule-breaker
 - *We*

1. From Tactician to Strategist



“You need to be more strategic.”

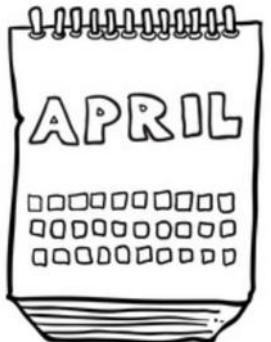
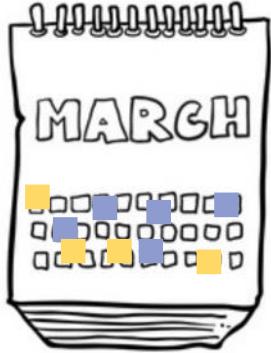
Ellie Humphrey, VP, Enterprise Excellence & Business Transformation at Medtronic

“Have a bias for action and getting things done. Come up with a plan, and think ahead in a way that is proactive. Have milestones — check them off and follow through.”

“Strategy is a fancy word for coming up with a long-term plan and putting it into action.”

Dona Munsch, former VP, Cloud Operations at NetApp

“My ‘get it done’ mentality—as the go-to person, and the only one who knew how to do certain things—got in my way of moving ahead. I couldn’t step out of my own role to take on new opportunities.”



Your Time Portfolio

- Analyze your calendar
- Take a look at the last month
- Color code your activities:
are they strategic or tactical?

Your Time Portfolio

1. Which activities will you let go of?

2. What will you do more of?



3 Questions Asked by Strategic Leaders

1) What's My Time Horizon?

Shift your attention away from what's in front of you and focus on the longer-term.

Ask “What is my time horizon and where am I influencing? Is it for today, tomorrow, a year from now, or five years from now?”

— Dona Munsch



2) What's The Scope of My Influence?

Expand your scope of influence beyond your immediate role and team.

“Are you influencing a few team members who report to the same leader as you do? Or, are you influencing and working with a larger set, team to team, or with organizations that are outside of your day-to-day role?”

— Dona Munsch

3) What's The Extent Of The Change I'm Driving?

Consider the degree of change that you're looking to drive.

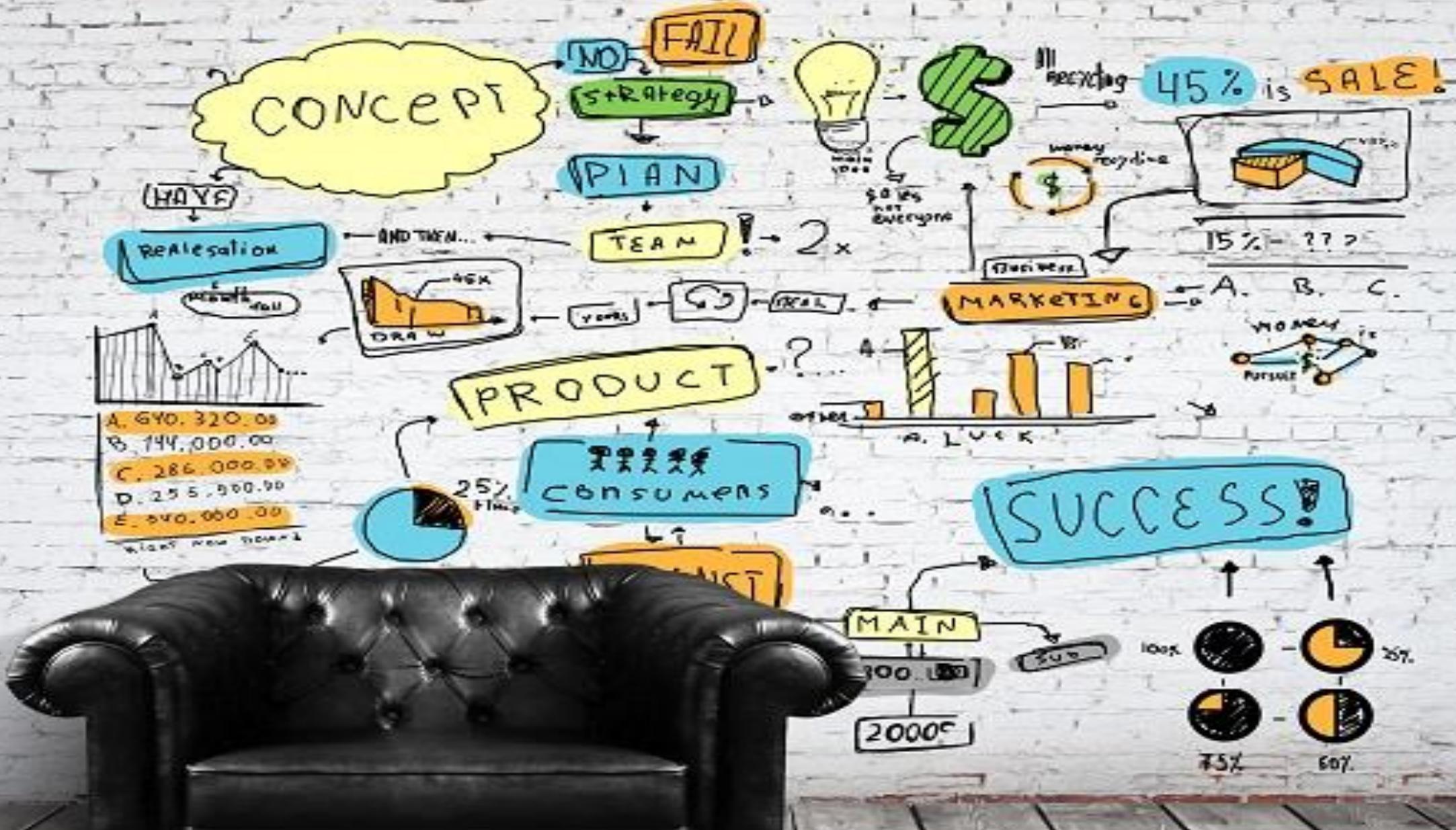
Are you maintaining the status quo, or causing transformational change?

“You can’t do that with T-Rex arms.”



3 Questions Asked by Strategic Leaders

- 1) What's my time horizon?
- 2) What's the scope of my influence?
- 3) What's the extent of the change I'm driving?



Give yourself time just to think

2. From Doing to Delegating



Successful
leaders
don't try
to do it all.

Admit that you need to let go.



“Develegate”

Admit you
need to let
go

1

2

Invest time in
delegating

Listen to
what inspires
people

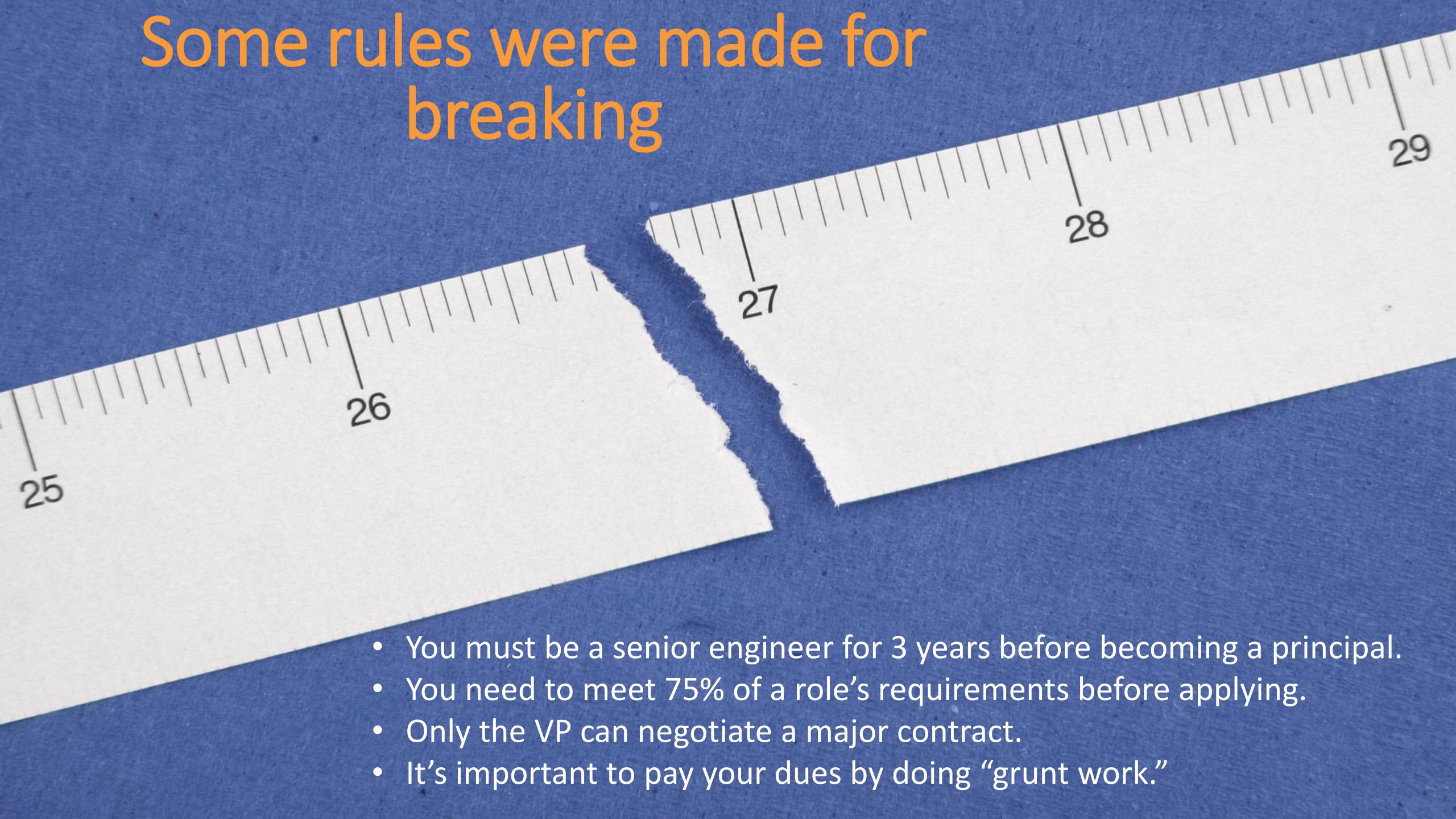
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3. From Optimizer to Transformer

- 
- 1. First, agree on the problem**
 - 2. Find people who care as much as you do**
 - 3. Show conviction, passion and empathy**

4. From Order-taker to Rule-breaker

Some rules were made for breaking



- You must be a senior engineer for 3 years before becoming a principal.
- You need to meet 75% of a role's requirements before applying.
- Only the VP can negotiate a major contract.
- It's important to pay your dues by doing "grunt work."

“If you don’t take risks, you’ll always work for someone who does.”

— Nora M. Denzel, Board Director, AMD and Ericsson



Career risks:
Make-or-break consequences for your career.

Business risks:
Make-or-break consequences for your org.

“In our current global economy,
companies need risk takers and
rule breakers.”

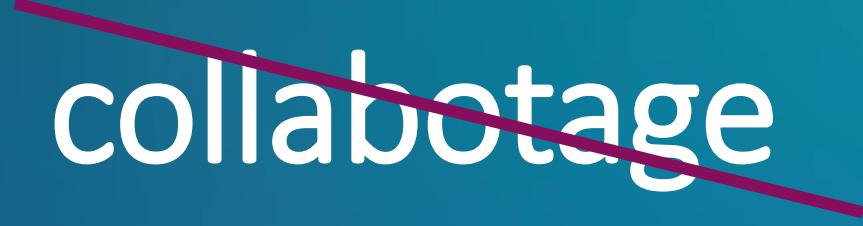
— Holly Meidl, Vice President of Risk Services,
Ascension

A white French Bulldog puppy is the central figure, sitting upright on a blue surface that is heavily splattered with various colors of paint. The puppy's fur is also covered in these paint splatters, particularly on its head, ears, and front paws. It has dark eyes and a small black nose. The background is a solid light blue.

3 rules for rule-breakers

1. Don't risk a lot for a little.
2. Don't risk more than you can afford to lose.
3. Consider the odds (or potential consequences.)

5. From Me to We



collabotage

“Talented employees are ‘force multipliers’, raising the performance bar for their colleagues...”

Source: “What Science Says About Identifying High-Potential Employees,” *Harvard Business Review*, October 2016

Look for people whose skills are
the opposite of yours.
Dare to emphasize your
weaknesses.

—Diane Janknegt, Founder, Wisenoze

Top performing teams give each other more than 5 positive comments for every criticism.

5:1

Encourage.
Appreciate.
Celebrate.
Thank.

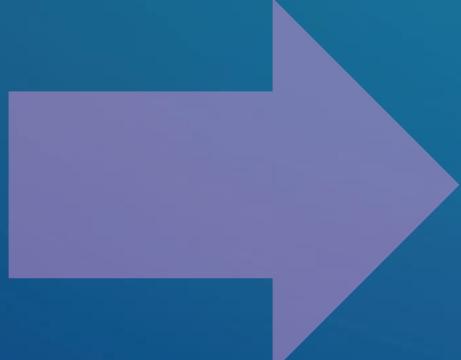
Source: Losada, M. & Heaphy, E. (2004). The role of positivity and connectivity in the performance of business teams: A nonlinear dynamics model. *American Behavioral Scientist*.

When you move your mindset from
'me' to 'we' everything changes.

If you aspire to lead boldly and
courageously, this is the most
powerful shift you can make.

— Pamela Stewart, Senior Vice President of
Retail Sales, The Coca-Cola Company

The Shift List

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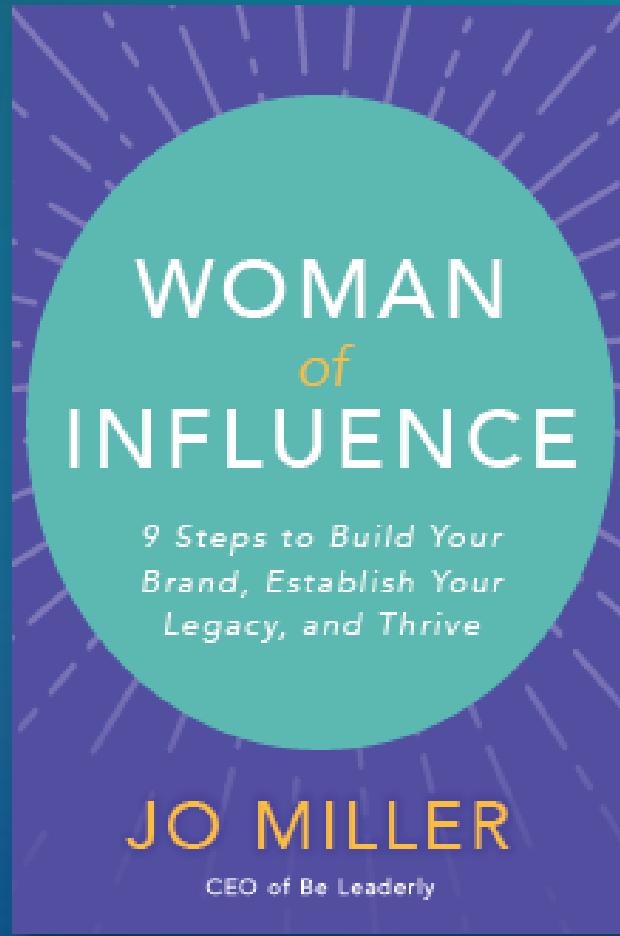


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the

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that

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Own Your Authority

Take your seat at the table

A close-up photograph of a hand reaching into a white bowl filled with colorful, sugared candies. The candies are coated in a white sugar glaze and come in various colors including yellow, orange, red, green, and black. The hand is positioned over the bowl, with fingers partially submerged in the candy pile, ready to pick one up.

“Leadership is
taken, not given.”

—Katherine Durham

A photograph of a modern office chair with a dark blue, textured fabric upholstery. The chair has a high backrest and a wide seat. It is positioned in front of a solid teal wall. The lighting is dramatic, coming from the side, which creates strong shadows and highlights the contours of the chair's backrest and seat.

Own Your Authority

Adapted from Selena Rezvani, author of *Pushback: How Smart Women Ask—and Stand Up—for What They Want*



Questions:

- How did you become an expert on [pickles]?
- Tell me about the origin of [pickles].
- What does the future look like for [pickles]?



Questions:

- Why are you an expert on [kangaroos]?
- Tell me about a disruptive trend concerning [kangaroos].
- What's your future prediction for [kangaroos]?

A close-up photograph of a blue folding chair, viewed from the side and slightly from behind. The chair has a padded seat and backrest, both upholstered in a dark blue fabric. The backrest is supported by a triangular frame. The chair is positioned against a solid blue background.

“If you don’t have a
seat at the table,
bring a folding chair.”

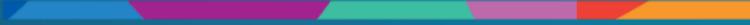
—Shirley Chisolm

5 Ways To Lead When You're Not In Charge



- I. See Yourself as a Leader, Now
- II. Shift Your Mindset from Doing to Leading
- III. Own Your Authority

The tactical skills and talents that have served you well thus far
won't get you to your next leadership milestone.
What got you here won't get you there.



To expand your impact beyond what you can accomplish as a solo performer, you must rethink where you focus your attention.

Do less.

Lead more.

Engage, inspire, and influence others to collaborate with you.



And become the powerhouse leader you were meant to be.

**Misstep 3: Climbing the ladder,
then kicking it away**

**Leaderly Move: Lifting others up
as you rise**



BE A LEADER
WHO DEVELOPS LEADERS
WHO DEVELOP LEADERS

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