# **Next Level Leadership for Emerging & Current People Leaders** Learner Workbook

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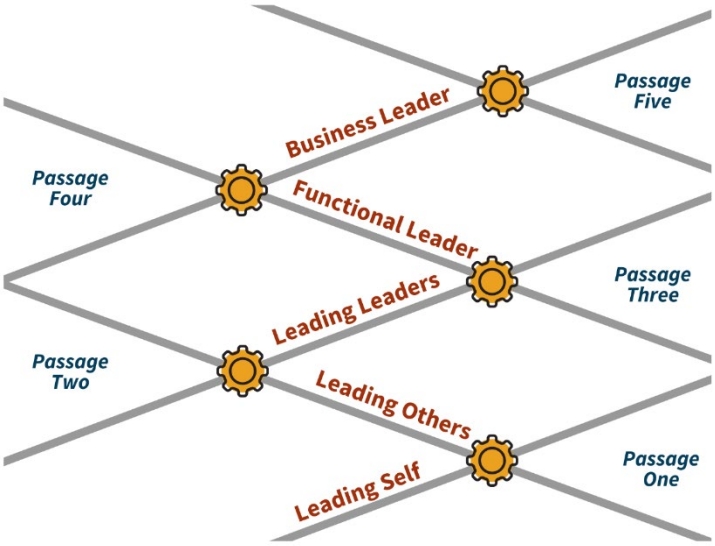
# Leadership Journey Concept

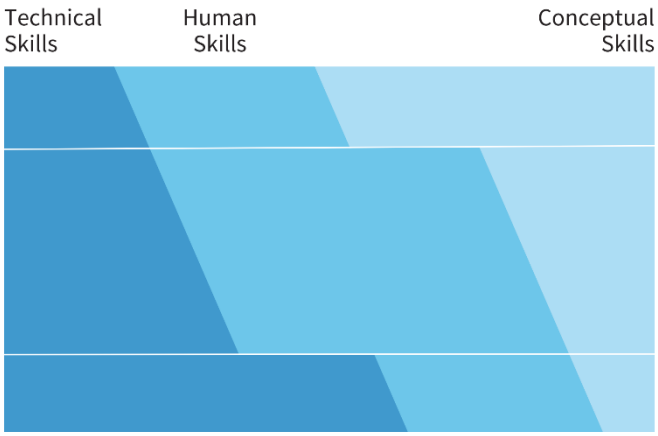
## Horizontal Development:




The process of adding more _____ and _____.

Focuses on doing _____ OR filling the glass _____.

Example: Communication Skills.




**Tier 1:** _____

**Tier 2:** _____

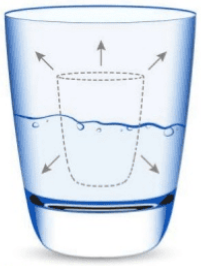
**Tier 3:** _____

| Technical Skills | Human Skills | Conceptual Skills |
|---|---|---|
| | | |
| | | |
| | | |

**Notes:**

## Vertical Development:

Is the process of _____ your ability to handle complexity by _____ the way you think.



Focuses on _____ internal capacity, being _____, _____ the glass size OR a leader's _____.

*Examples: Navigating Complexity, Navigating Uncertainty.*

**Notes:**

# Common Pitfall #1: Micromanaging

| **Diagnostic Reflection:** |
|---|
| Reflect on a specific instance when you micromanaged, what emotions, or triggers made you feel compelled to micromanage? |

| **Impact:** |
|---|
| How do you believe your micromanagement affects the individuals you lead? |

| **Horizontal Development:** | **Vertical Development:** |
|---|---|
| Considering the emotions or reasons behind your micromanagement, what specific skills could you further develop to address these challenges? (e.g., delegation, trust-building, etc.). | What deeper beliefs or assumptions about leadership and control might be contributing to your tendency to micromanage? |
| | |

| **What might reducing micromanagement feel like, and sound like in action?** | | **In what ways can you work on developing a growth mindset, allowing for more trust in your team's capabilities? What does that feel like and sound like in action?** | |
|---|---|---|---|
| **Feels Like:** | **Sounds Like:** | **Feels Like:** | **Sounds Like:** |
| | | | |

| **Action Plan:** |
|---|
| **What's one specific action or behavior are you committed to consistently doing differently after reflecting on your micromanagement tendencies?** |

# Common Pitfall #2: Lack of Balance

| **Diagnostic Reflection:** |
|---|
| Reflect on an instance or context where you find it challenging to say no or set boundaries. |

| **Impact:** |
|---|
| How do you find the challenge of saying no or setting boundaries impacts your own well-being and your leadership effectiveness? |

| **Horizontal Development:** | **Vertical Development:** |
|---|---|
| What specific skills could you further develop to address these challenges associated with your lack of balance? (e.g., time management, priority setting, delegation, etc.). | How can you cultivate self-awareness to recognize the early signs of imbalance and address them proactively? |
| | |

| **What might this development feel like, and sound like in action?** | | **In what ways can you develop resilience and cope with the discomfort of saying no when necessary? What does this look like and sound like?** | |
|---|---|---|---|
| **Feels Like:** | **Sounds Like:** | **Feels Like:** | **Sounds Like:** |
| | | | |

| **Action Plan:** |
|---|
| **What's one specific action or habit you're committed to consistently doing differently to establish and maintain balance in your professional life?** |

# Common Pitfall #3: Unclear Expectations

| **Diagnostic Reflection:** |
|---|
| Can you recall specific instances where unclear or assumed expectations led to misunderstandings or challenges within your team? |
| **Impact:** |
| How do you believe unclear expectations impact team morale, productivity, and the overall work environment? |

| **Horizontal Development:** | **Vertical Development:** |
|---|---|
| What specific communication skills could you develop horizontally to mitigate unclear or assumed expectations? ((e.g., active listening, asking clarifying questions, feedback mechanisms). | Reflect on your beliefs about authority, "professionalism" and communication. Are there any deep-seated assumptions and/or biases that contribute to unclear expectations? |
| | |

| **What might this development feel like, and sound like in action?** | | **In what ways can you develop patience, open mindedness and empathy to navigate communication challenges with a clearer mindset?** | |
|---|---|---|---|
| **Feels Like:** | **Sounds Like:** | **Feels Like:** | **Sounds Like:** |
| | | | |

| **Action Plan:** |
|---|
| **What specific actions or habits are you committed to consistently doing to improve the clarity of expectations within your team?** |

# Common Pitfall #3: Unclear Expectations

**Remember the Three C's:**

## Clear

They are clear, stating specifically what you are expecting.

(I.e., When you have a request of me, please send it via email with a subject line that includes: Response Requested by [date])

NOTE: Clear does not necessarily mean prescriptive. Clear means that you've articulated what is expected and what success looks like.

## Confirm

Once you've shared the clear expectation, you'll want to check for understanding and alignment.

Ask an empowering question to confirm there is mindshare regarding what is expected.

## Commit

Finally, once you've confirmed you have mindshare, you'll confirm the commitment to the expectation.

Commitment means that someone is willing to do what is expected.

**Notes:**

# Common Pitfall #4: Lack of Feedback

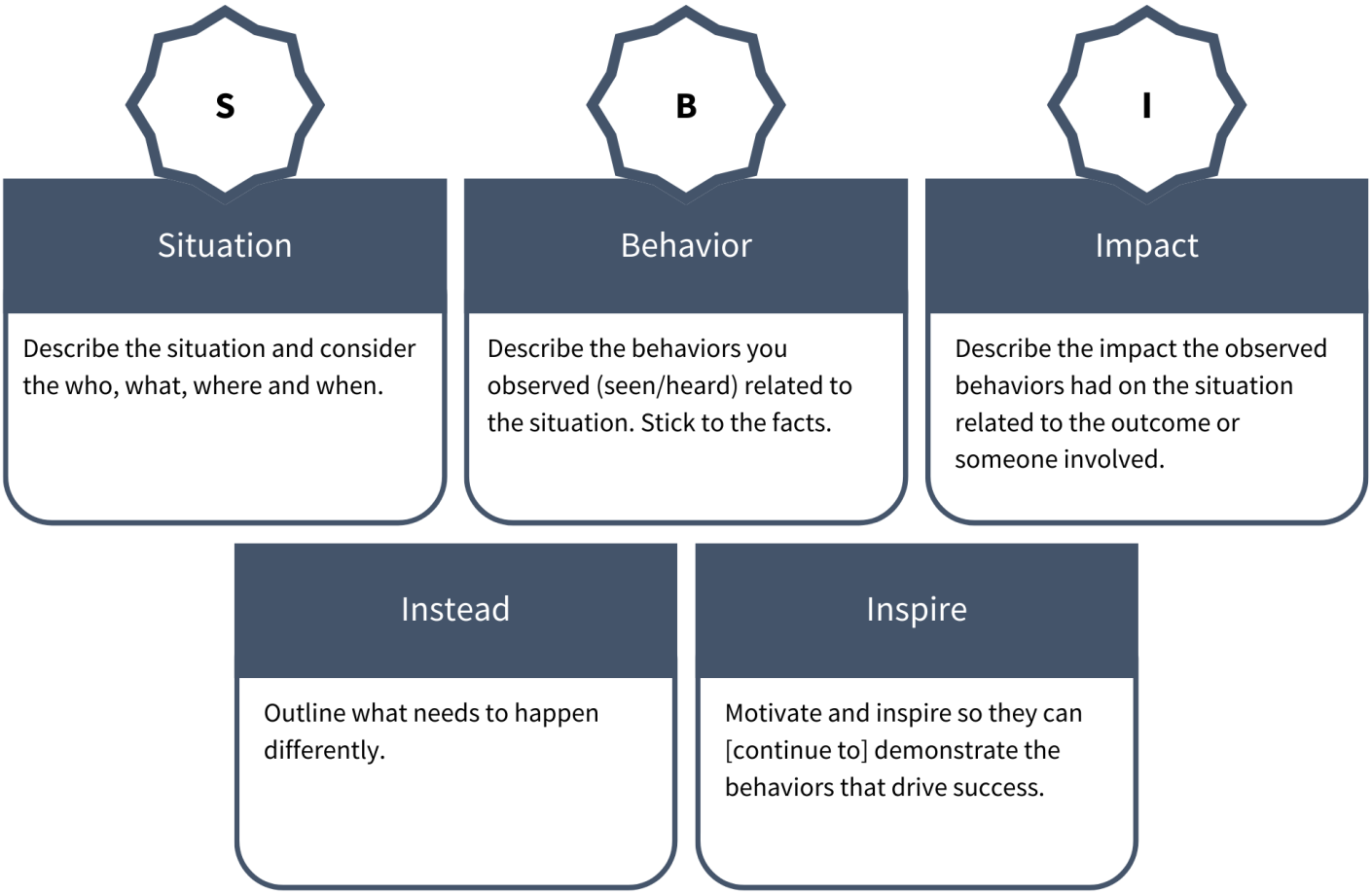
| **Diagnostic Reflection:** |
| --- |
| Reflect on your beliefs about feedback. Are there any deep-seated assumptions, biases, reasons or fears that contribute to your current beliefs? |
| **Impact:** |
| How do you think a lack of feedback impacts team dynamics and individual growth within your team? OR How do you think feedback improves team dynamics, performance and individual growth within your team? |

| **Horizontal Development:** | **Vertical Development:** |
| --- | --- |
| How can you improve your ability to give clear and trauma informed feedback in a way that is actionable and fosters a positive working relationship? | How can further developing your emotional intelligence help you to better understand the impact of feedback on individuals and tailor your approach accordingly? |
| | |

| **Action Plan:** |
| --- |
| **What specific actions or habits are you committed to consistently doing to foster a culture of feedback within your team? (e.g.: implement regular feedback sessions with your team to ensure that both positive and constructive feedback are consistently provided).**<br><br>**How will you involve your team in the feedback process and seek their input on improvements?** |

# Common Pitfall #4: Lack of Feedback

**Remember SBI + I^2**




**Notes:**

# Common Pitfall #5: Difficult Conversations

| **Diagnostic Reflection:** |
| --- |
| Reflect on a specific instance where you found it challenging to have difficult conversations? What emotions, assumptions, or biases were present during those situations? |
| **Impact:** |
| How do you believe avoidance of difficult conversations impacts team dynamics and overall performance? |

| **Horizontal Development:** | **Vertical Development:** |
| --- | --- |
| How can you improve your ability to frame and structure difficult conversations to ensure they are constructive , trauma informed and solutions-oriented? | How can you cultivate emotional intelligence to better understand your own reactions and those of others during challenging discussions?<br><br>In what ways can you develop resilience and courage to navigate difficult conversations with a clearer and more composed mindset? |
| | |

| **Action Plan:** |
| --- |
| **What one specific action or habit you're committed to consistently doing to improve your ability to have difficult conversations?**<br><br>**Are there mentors or colleagues who excel in handling difficult conversations that you can seek guidance from?** |

# Common Pitfall #6: Disconnection from Team

| **Diagnostic Reflection:** |
|---|
| What beliefs or concerns about vulnerability, trust, “professionalism” or team dynamics do you currently hold that could contribute to a sense of disconnection? |

| **Impact:** |
|---|
| How do you think this disconnection impacts team morale, collaboration, and overall productivity? |

| **Horizontal Development:** | **Vertical Development:** |
|---|---|
| What specific communication and relationship-building skills could you further develop horizontally to mitigate the challenges associated with feeling disconnected? (e.g., active listening, team building activities, fostering a collaborative environment). | Reflect on your mindset towards leadership. Are there fixed beliefs about maintaining distance or authority that contribute to a sense of disconnection? |
| | |

| **What might this development feel like, and sound like in action?** | |
|---|---|
| **Feels Like:** | **Sounds Like:** |
| | |

| **Action Plan:** |
|---|
| **What specific actions can you take to create a team culture that values open communication, collaboration, and a sense of belonging? (e.g.: team-building activities, both formal and informal, open communication, collaboration, and a sense of belonging).** |

# Common Pitfalls – Accountability Measures

| | |
|---|---|
| | **1. Micromanaging** |
| | **2. Lack of Balance** |
| | **3. Unclear Expectations** |
| | **4. Lack of Feedback** |
| | **5. Difficult Conversations** |
| | **6. Disconnection from Team** |

# Resources:

**Articles:**

- New Trends in Leadership Development – Worldsview Academy
- Rising to the Top: How Vertical Leadership Can Transform Your Organization – Pedro Pinto
- What is Vertical Leadership? – Indeed Editorial Team
- Vertical Development Can Make You a Better Leader – Dede Henley

**Book:**

- Vertical Growth: How Self-Awareness Transforms Leaders and Organizations – Michael Bunting, Carl Lemieux