

FREE E-BOOK

5 Practices for Transitioning Leaders



Sandown
BUSINESS SCHOOL

A new science of coaching



Sandown Business School

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Sandown Business School is an educational coach training organisation who is passionate about supporting individuals to be their best selves using coaching skills as a key component to achieve that goal.

They have a strong desire to make the world a better place - however naive (to some) that may seem. But they want to make a difference by supporting others to transform their lives into being who they are.

Their programs are aimed at the inside - out.

Be transformed on the inside to be different on the outside.

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Acknowledgement

We are delighted to present this e-book of inspiring messages and practices authored by Pheona Croom-Johnson, Co-Founder of Sandown Business School.

Inside you will find valuable and effective information to support you as you navigate through your transitions in leadership and management.

We want to give special thanks to our students and their continual praise of our programmes and our individual work with them. We are always appreciative and humbled by the growth, energy and transformation we see time after time with each of our students.

Without them - none of this would be possible.



HEALTHY LEADERS - LEAD HEALTHILY

HEALTHY MANAGERS - MANAGE HEALTHILY

**"EXPERT TO LEADER:
A JOURNEY OF COURAGE AND HOPE"**

**FROM EXPERT TO LEADER, THE PATH IS UNCLEAR,
THE SKILLS THAT ONCE SERVED NOW NEED TO VEER,
FROM MASTERY OF TASKS TO GUIDANCE AND VISION,
A DAUNTING CHALLENGE, WITH NO CLEAR DECISION.**

**THE PRESSURE MOUNTS AS EXPECTATIONS RISE,
THE SPOTLIGHT'S GLARE INTENSIFIES,
RESPONSIBILITY SHIFTS, FROM ME TO WE,
THE FUTURE UNCLEAR, WHAT'S TO BE?**

**AS LEADERS AND MANAGERS, WE FACE THE TEST,
TO GUIDE OUR TEAMS TOWARDS SUCCESS,
TO INSPIRE AND MOTIVATE, TO LEAD AND DIRECT,
TO CHART THE COURSE AND EARN RESPECT.**

**THE JOURNEY IS LONG, AND THE ROAD IS ROUGH,
THE TRANSITION PAINFUL, AND THE CHANGES TOUGH,
BUT WITH COURAGE AND GRACE, WE CAN SUCCEED,
AND TRANSFORM OUR ROLES WITH THE SKILLS WE NEED.**

**SO LET US EMBRACE THIS NEW REALITY,
WITH HOPE AND OPTIMISM AND WITH CLARITY,
FOR LEADERS AND MANAGERS, THE FUTURE IS BRIGHT,
AND WITH A BOLD VISION, WE CAN WIN THE FIGHT.**

From Expert to Leader: Leaving Your Expertise Behind

Are you an expert in your field who's just been promoted to a leadership role? Congratulations! You're about to embark on a thrilling journey that will challenge your skills, your confidence and your relationships with your colleagues.

Moving from expert to leader is like jumping from a diving board into a pool of unknown depths. You've spent years perfecting your technique, your form, your style and now you're expected to do something completely different. You have to let go of the familiar, the comfortable and the predictable to embrace the unknown, the uncertain and the unpredictable.

One of the biggest challenges of this transition is letting go of your expertise. You've spent so much time and effort building your reputation, your network and your knowledge base that it will take you out of your comfort zone to let it go. Instead, you now have to shift your focus from 'doing' to 'leading'.

You will need to trust that your team members have the skills and knowledge to handle the tasks you used to handle. Not only that, you will need to learn new skills like delegation, coaching and communication from a different perspective. Back to being a beginner! With all the challenges (and joys) that can bring.

Another challenge is managing your relationships with your former colleagues. You're no longer their peer or their equal, you're their boss! You will need to learn how to balance your authority with your friendship, your expectations with their reality and your vision with their needs. You may need to be aware of the potential for resentment, jealousy, or even sabotage. Instead of waiting for this to be a possibility. Get one step ahead and look to build trust, respect and collaboration. Set the pace and you will be surprised at the results.

So, what is it like moving expert to leader? It is like going from the first chair violinist to the conductor. You are no longer the star of the show, but instead responsible for bringing out the best in each member of the orchestra.

Or moving from being the highest paid footballer on the pitch, to the coach. Responsible for the whole team's performance from the sidelines.

Whatever metaphor works for you, it still means the same. You will need to develop the skill and patience of listening to their ideas, their concerns and their feedback. Support your team to work together to create something beautiful. You will need to be supportive, inspiring and celebrate their successes as if they were your own.

So, how can you successfully manage this transition? Here are some tips:

1. **Be humble:** Acknowledge that you have a lot to learn and that you're not perfect. Admit your mistakes, seek feedback and ask for help when you need it.
2. **Be clear:** Set expectations, goals, and standards for yourself and your team. Communicate your vision, your values and your priorities, and make sure everyone is on the same page.
3. **Be inclusive:** Involve your team members in decision-making, problem-solving and planning. Encourage their input, their creativity and their diversity. Give them ownership of their work.
4. **Be supportive:** Provide resources, coaching, training and feedback to support your team members to grow and develop. Recognise their achievements, their efforts and their potential. Give them opportunities to shine.
5. **Be adaptable:** Be open to new ideas, new perspectives and new approaches. Embrace change, innovation and experimentation. Set the tone for the team culture.

Moving from expert to leader can be a bumpy ride, but it can also be a thrilling adventure. By being humble, clear, inclusive, supportive and adaptable, **you** can make this transition a success and create a symphony that will be remembered for years to come.

Good luck, maestro!

5 Practices for you to Develop



Develop a Leadership Mindset

When we were in our expert role, we were used to being the one with all the answers. However, as we progress through an organisation, our role shifts from being a problem solver to a facilitator of problem-solving.

**To make this shift successfully,
we must adopt a leadership mindset.**

This means recognising that our job is to empower our team members to find the solutions themselves. We must learn to ask the right questions and listen actively to their responses, rather than dictating the answers.

Our goal is to encourage our team to be more than they ever thought they could be. Remember,

**"The whole is greater than the sum of its parts".
(Aristotle, Greek Philosopher)**





Build Relationships

As leaders, our success is directly tied to the success of our team members. Building relationships with them is crucial to our success. We must take the time to get to know them as individuals, understand their strengths and weaknesses and invest in their growth.

By doing so, we build trust and they become more motivated and engaged in their work.

If this is not one of your strengths, reach out and work with a leadership or business coach who will be able to strengthen your inter-personal intelligence.

Remember, there is no magic involved. These are skills that you can easily build.





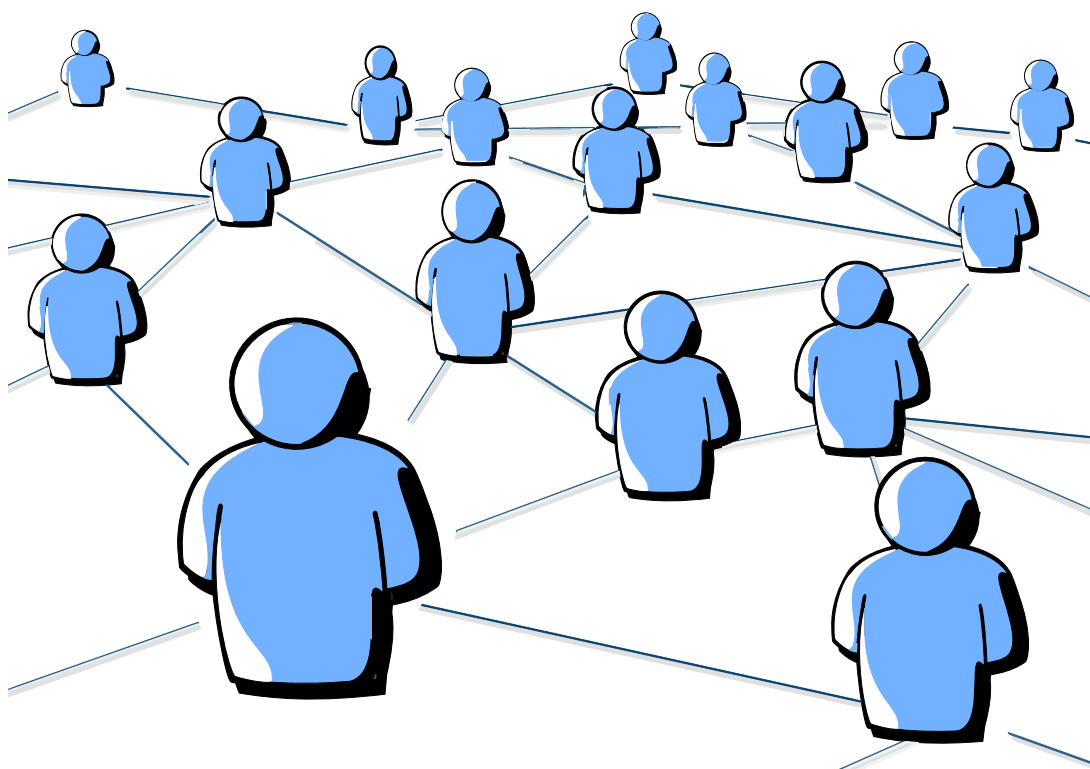
Communicate - Effectively!

Communication is key to any successful team and as leaders, we must be skilled communicators.

We must be able to articulate our vision, set clear expectations, provide feedback and actively listen to our team members.

Clear and open communication ensures everyone is on the same page and working towards the same goals.

How are you communicating and inspiring your team to follow you?



Keys for Effective Communication

Effective communication is essential for success in business. Clear and concise communication helps to build trust, foster relationships and ensure that everyone is on the same page. Here are some key principles to keep in mind to ensure effective communication in business:

- **Be Clear and Concise:** Communicate your message clearly and concisely. Avoid using jargon or complex language that may be difficult to understand. Use examples or visuals to help illustrate your points.
- **Listen actively:** Effective communication is not just about conveying information; it also involves active listening. Listen attentively to what others are saying, ask questions and seek clarification to ensure that you fully understand their perspective.
- **Be Respectful:** Treat others with respect and professionalism. Avoid using offensive language, tone, or body language that could be perceived as disrespectful.
- **Use the Right Medium:** Use the appropriate medium for your message. For example, email may be appropriate for routine communications, while face-to-face meetings may be more effective for complex or sensitive topics. Videoing short messages within teams can be really impactful.
- **Consider Your Audience:** Consider the needs and interests of your audience when communicating. Tailor your message to their level of understanding and focus on what is most relevant to them.
- **Be Timely:** Communicate in a timely manner. Delayed or late communication can cause confusion and lead to missed opportunities.
- **Follow Up:** Follow up with your audience to ensure that your message has been understood. Also gives the opportunity to address any questions or concerns they may have.

By keeping these principles in mind, you can improve your communication skills and build stronger relationships with your colleagues, clients and stakeholders. Effective communication is essential for achieving your business goals and can help to create a positive and productive work environment.



Delegate - Effectively!

Delegation is a critical skill for any leader. It allows us to focus on strategic priorities. It ensures our team members have opportunities to take responsibility for certain projects. As a byproduct, during this process, they will also learn from you what it takes to be ultimately accountable for projects, which will support them in their future career and personal development.

To delegate effectively, we must be clear on our expectations, provide the necessary resources and trust our team members to deliver.

Delegation can go wrong if it is not done effectively, if the wrong person is chosen, or if the leader micromanages, or if there is a lack of follow-up, and/or if there is a lack of trust. As you can see, there are a number of ways in which delegation can not give you the results you were hoping to achieve.

Therefore, effective delegation requires clear communication, trust, empowerment and regular follow-up to ensure that the task or project is completed successfully.



Effective Delegation Steps

Delegation is not simply assigning work to someone and then forgetting about it; it requires clear communication, trust, and follow-up. Here are some key steps to effective delegation:

- **Define the task:** Clearly define the task or project, including the expected outcomes, deadlines and any relevant details.
- **Choose the right person:** Consider the skills, experience and workload of your team members when delegating tasks. Choose someone who has the necessary skills and experience to complete the task effectively.
- **Communicate expectations:** Clearly communicate your expectations, including what needs to be done, how it should be done and when it needs to be completed. Ensure the person or team understands what is expected of them.
- **Provide resources:** Ensure that the person or team has access to the resources they need to complete the task, such as coaching, training, tools, or support from other team members or other stakeholders.
- **Monitor progress:** Regularly check in with the person or team to monitor progress, provide feedback and offer support if needed.
- **Follow-up:** Once the task is completed, follow up with the person or team to review the outcomes, provide feedback and discuss any lessons learned.

Remember to celebrate the individual, the team and your successes.

Effective delegation not only allows you to focus on your own priorities but also helps to develop the skills and capabilities of your team members. By delegating effectively, you can build trust, empower your team members, and ultimately achieve better results for your organisation.



Learn Continuously

As experts, you have likely spent years developing your knowledge and expertise in your field. However, as leaders, you are suddenly in a different environment. It is not about the expertise you have but about how you manage the expertise of others. Therefore, we must be open to continuously learn and grow.

This means seeking out opportunities for professional development, learning from your successes and failures and being open to feedback/feedforward.

No longer are you able to just rely on yourself, your own knowledge and expertise. You are now pulling together a number of individuals to achieve more than you ever believed possible. What a brilliant opportunity and, at times, an enormous challenge.



Ways to Continually be Open to Learning

As we know, a great leader is always open to learning and continuously seeks to improve their skills, knowledge and perspectives. Here are some ways a leader can keep themselves open to learning:

- **Seek Feedback/Feedforward:** A leader can seek feedback/feedforward from their team, peers and superiors to understand their strengths and areas for improvement. This can support the leader to identify areas where they need to improve and adjust their leadership style.
- **Attend Coaching, Training and Development Programmes:** Leaders can attend training and development programs to improve their skills and knowledge. But also, more importantly, attend 'Leader as Coach' training to build the muscle of coaching. As evidenced by research over the last 10 years, leaders who lead with strong coaching skills are more likely to build effective teams, transition well into their new role/level within the business and feel more equipped to deal with the ever changing environment.
- **Read Widely:** Leaders can read widely on topics related to leadership, management and business to gain new insights and perspectives. Reading can also help the leader keep up-to-date with current trends and best practices. ('Reading' can be interpreted by any platform of digital learning).
- **Network with Other Leaders:** Networking with other leaders can provide opportunities to learn from their experiences and share ideas. Leaders can attend industry events, join professional associations, or participate in online forums to connect with other leaders.
- **Reflect on Experiences:** Leaders can reflect on their experiences to learn from successes and failures. Reflection can help the leader identify what worked well and what could be improved in their leadership approach.

By continuously seeking to learn, a leader can improve their skills, knowledge and perspectives. This enables them to adapt to changing circumstances. A learning mindset can support the leader to stay ahead of the curve and lead their team to success. Who doesn't want that!

Quotes to Encourage



“ Leadership is not about being in charge. It's about taking care of those in your charge.”
Simon Sinek

”

“ The function of leadership is to produce more leaders, not more followers.”
Ralph Nader

”

“ The best way to predict your future is to create it.”
Abraham Lincoln

”

“ Leadership is the capacity to translate vision into reality.”
Warren Bennis

”

“ Success is not final, failure is not fatal: It is the courage to continue that counts.”
Winston Churchill

”

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MSc, MA, Master NLP Trainer, ESIA Coaching Supervisor & EIA Senior Practitioner (EMCC) PCC (ICF), Master Executive Coach (AC) & Team Coach Supervisor.

Pheona has been in the OD field for over 35 years and mainly partners with C-Suite and Senior Leaders.

Pheona is one of the few treble credentialed Master Coaches who spends most of her time in executive education and Leadership Supervision. She creatively uses different models, tools & techniques all with a pragmatic and practical psychological application.

<https://calendly.com/pheona-sbs/introductory-meeting>



Richella Boggan is Co-Founder and Global Business Development Director of Sandown Business School.

BA (Hons) Economics, Clinical Nutritional Therapist, Senior Practitioner (EMCC) Master Coach & Coaching Supervisor (CSA)

Richella is an Executive Neuroperformance and Neuroleadership Coach and Coaching Supervisor.

For the past 30 years plus working in commercial and management environments with Senior and Emerging Leaders within a variety of organizations. Richella brings a whole-system knowledge, approach and wisdom to her work.



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