

Making the Move to Leading from the Middle

Minnesota Nonprofit Leadership Conference



WE HELP YOU GET THE
PEOPLE PART RIGHT.

FIND

SELECT

RETAIN

At CorTalent,
We Help Companies
Get the **People Part Right.**

Our Mission

Best-in-class services to hire, retain, and develop top talent

Our Expertise

- Executive Recruiting
- Talent Consulting



WE HELP YOU GET THE PEOPLE PART RIGHT.

CorTalent Consulting

Leadership Development Expert & Talent Strategy Implementer

- Masters in Organizational Psychology
- 10+ Years Talent Management Experience
 - UnitedHealth, MTS Systems, Starkey Hearing Technology, Groveland Leadership
- Strategic Business Partner
- Change Management Practitioner



Rick Rittmaster
VP of Consulting



WE HELP YOU GET THE PEOPLE PART RIGHT.

CorTalent Consulting

People Plan – Strategic Talent Management

Embedded partnership to drive talent growth that advances your business strategy (i.e. Fractional Talent Management Support)

Leadership Accelerator

Assessment of strengths/development opportunities and a customized development plan

Workshops/ Custom Learning

Customized, engaging skill building opportunities for leaders and team members

Talent Calibrator

Proven process to identify who can fill future leadership positions, which talent is underperforming, and successors for key roles



WE HELP YOU GET THE PEOPLE PART RIGHT.

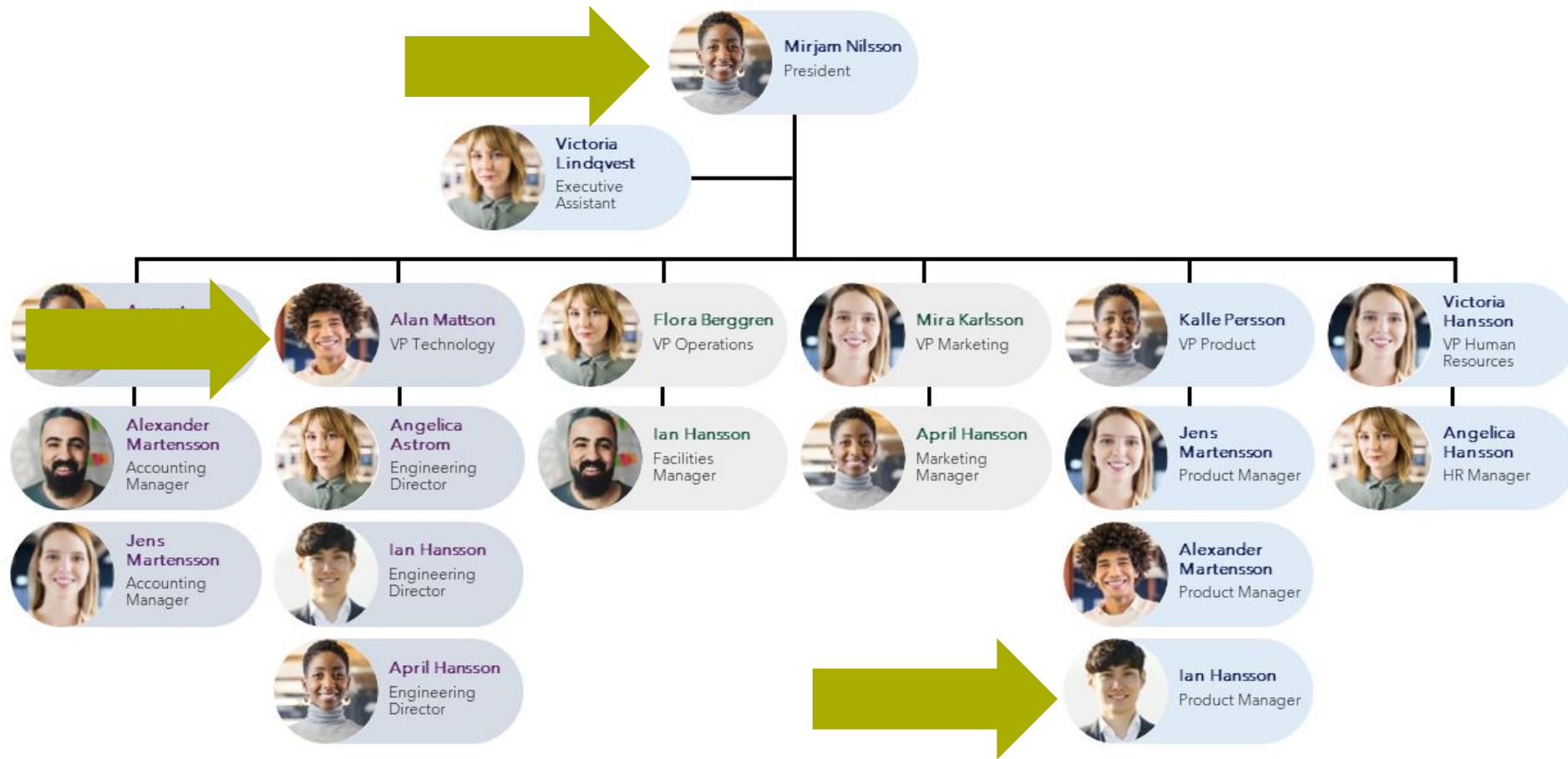
What Is Leadership?

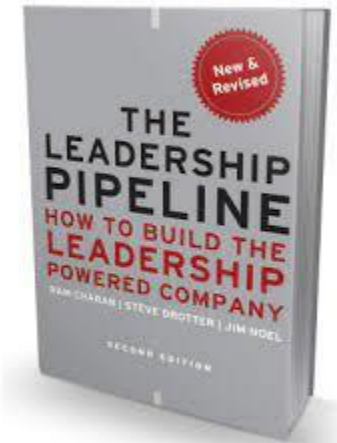
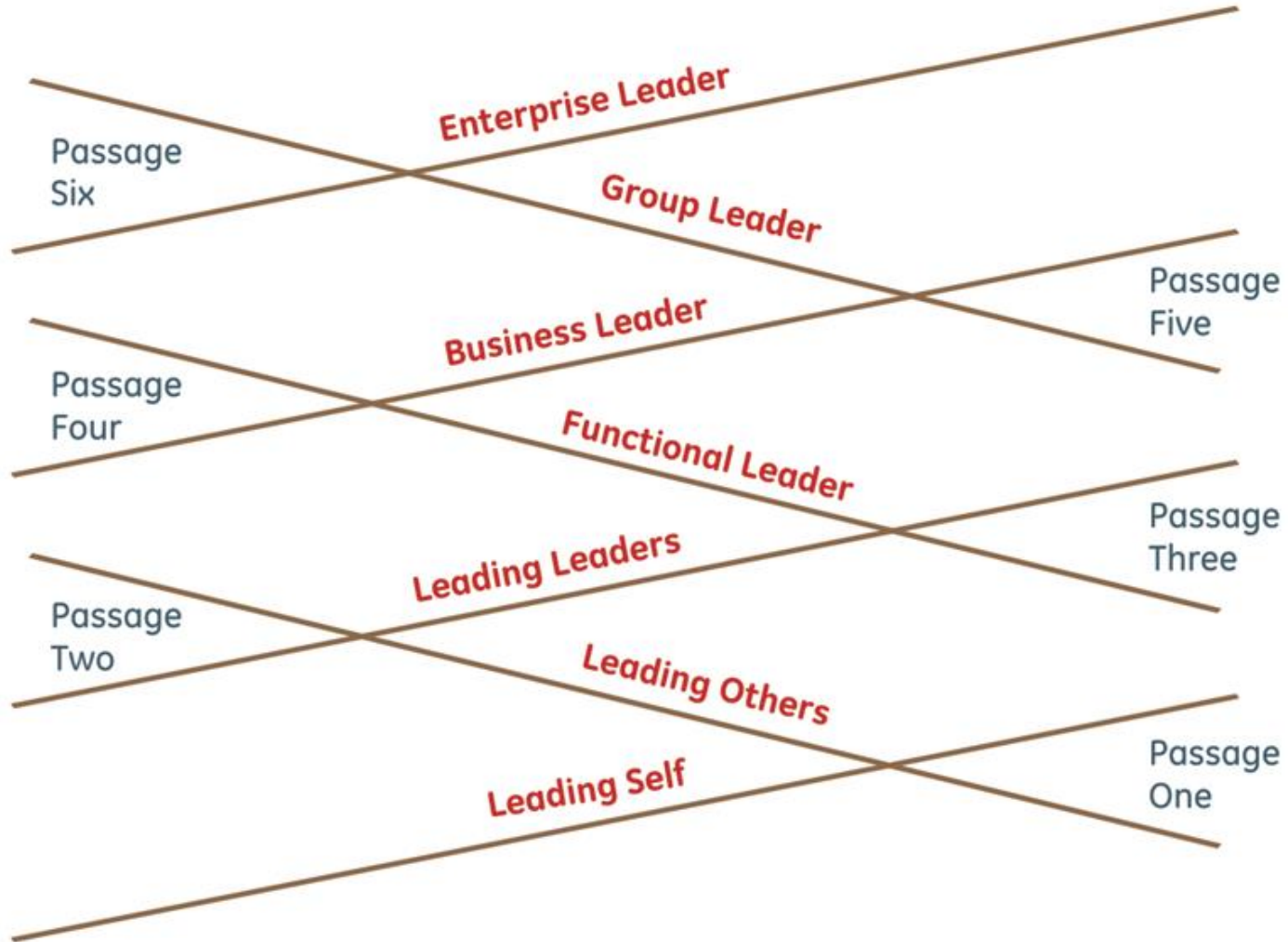
Leadership Is:

**Building
Teams**

and

**Driving
Results**





WE HELP YOU GET THE PEOPLE PART RIGHT.

CorTalent's Leadership Model

Senior Leader

People and Process
Manager

Technical Expert

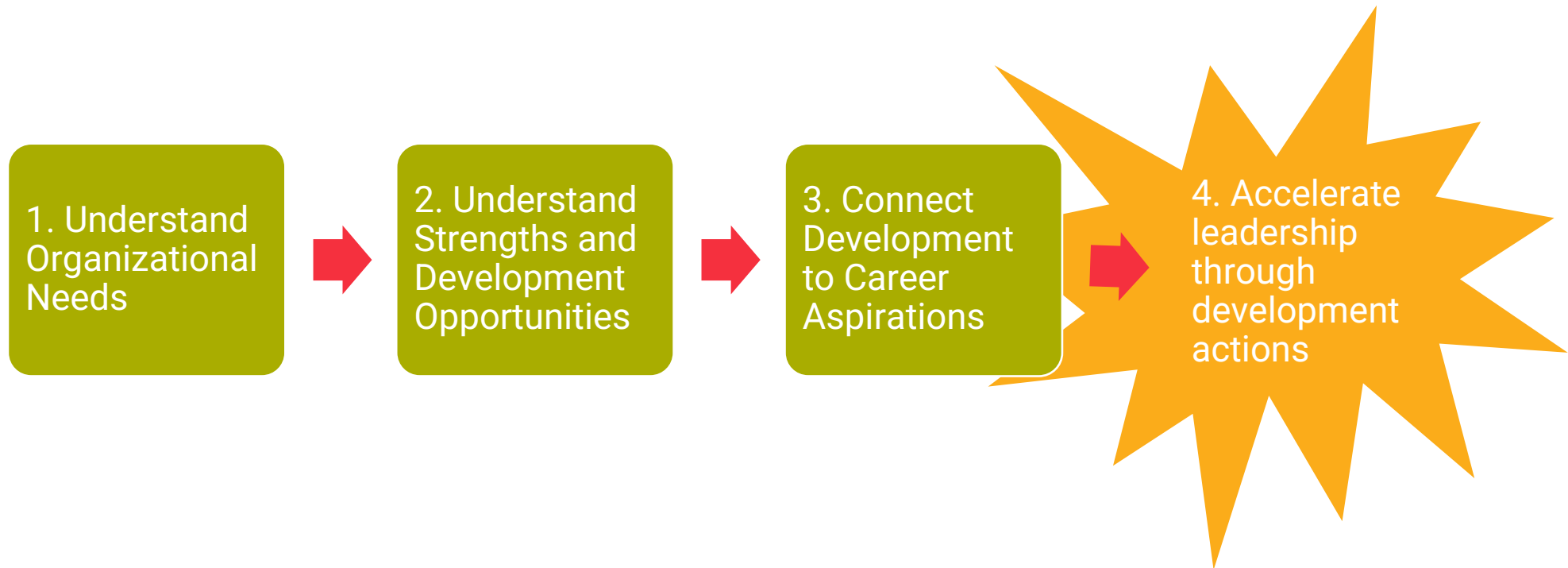
What skills are
needed at each
level?

What can I do to
prepare?



WE HELP YOU GET THE PEOPLE PART RIGHT.

Accelerating Leadership



Technical Expert

- **High performing individual contributor**
- **Goal: Proactively find opportunities to add value**

Learn Fast

Make Sound Decisions and Exercise Judgment
Analyze Issues
Plan Ahead

Demonstrate Drive

Exercise Initiative
Achieve Results
Demonstrate Work Ethic
Demonstrate Integrity
Demonstrate Energy

Quick To Help

Communicate Effectively
Demonstrate Teamwork
Tolerate Stress
Display Adaptability and Versatility
Display a Positive Outlook



WE HELP YOU GET THE PEOPLE PART RIGHT.

Technical Expert - Development

Education (10%)

- Technical Training
- Certifications
- Industry Conferences

Coaching (20%)

- Mentor
- Regular coaching from manager

Experience (70%)

- Lead team meetings
- Train team members
- Create reports



WE HELP YOU GET THE PEOPLE PART RIGHT.

Technical Expert

What works well
when preparing
aspiring leaders?

Learn Fast

Make Sound Decisions and
Exercise Judgment
Analyze Issues
Plan Ahead

Demonstrate Drive

Exercise Initiative
Achieve Results
Demonstrate Work Ethic
Demonstrate Integrity
Demonstrate Energy

Quick To Help

Communicate Effectively
Demonstrate Teamwork
Tolerate Stress
Display Adaptability and Versatility
Display a Positive Outlook



WE HELP YOU GET THE PEOPLE PART RIGHT.

People and Process Manager

Common Challenges

- Commit to getting work done through others
- Avoid becoming “super technical expert”

Problem Solving:

Make Sound Decisions and Exercise Judgment
Analyze Issues
Plan Ahead

Leadership Abilities:

Take Charge
Demonstrate Energy
Exercise Initiative
Achieve Results

Builds Strong Relationships:

Communicate Effectively
Influence Others
Demonstrate Teamwork
Display a Positive Outlook

Demonstrates Motivation and Discipline:

Display Adaptability and Versatility
Tolerate Stress
Demonstrate Work Ethic
Demonstrate Integrity



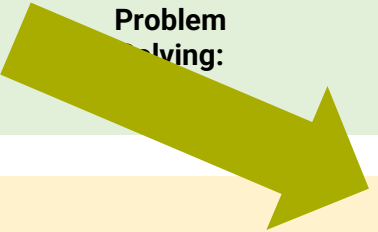
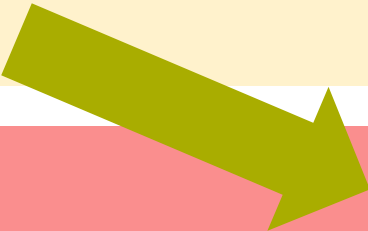


WE HELP YOU GET THE PEOPLE PART RIGHT.

Leadership Skills – People and Process Manager

Problem Solving:	Make Sound Decisions and Exercise Judgment	Bases decisions on sound logic, experience, and the needs of the company and team. Recommends adjustments of solutions to meet stakeholder needs.
	Analyze Issues	Applies rigorous and proper logic to problems to diagnose root causes and identify opportunities.
	Plan Ahead	Anticipate the resources, steps, and key actions needed for department initiatives. Identify the people best placed to complete tasks.
Leadership Abilities:	Take Charge	Mobilizes others; steps forward to lead when there is no clear direction or leader; is willing to guide the actions of others.
	Demonstrate Energy	Is productive throughout the day; demonstrates a bias for action and brings energy to a situation where it is lacking. Often energizes others.
	Achieve Results	Is productive throughout the day; demonstrates a bias for action and brings energy to a situation where it is lacking. Often energizes others.
Builds Strong Relationships:	Communicate Effectively	Capable public speaker who is effective at explaining concepts and opinions.
	Influence Others	Conveys one's point in a compelling manner; proactively seeks out the perspectives of others; pitches ideas in a manner that meets other's needs; willingly seeks to network with others and create a sphere of influence in the organization.
	Demonstrate Teamwork	Promotes working cooperatively with others; crosses organizational boundaries when needed to partner on tasks and projects.
Demonstrates Motivation and Discipline:	Display a Positive Outlook	Accepts others' ideas and perspectives; is open to the possibilities and needs raised by others.
	Display Adaptability and Versatility	Changes his/her approach to accommodate new people and problems. Enjoys variety and adjusting to new work demands and situations.
	Tolerate Stress	Handles pressure situations without reacting emotionally; keeps control of frustrations; does not allow frustrations to derail work. Can handle criticism.
	Demonstrate Work Ethic	Enjoys work and is motivated by the rewards typically provided by the company. Persists until the task is done. Values work as an end.
	Demonstrate Integrity	Follows through on commitments and obligations. Takes responsibility for his/her actions and output.

What are my strengths?
Where are my gaps?

Leadership Skills – People and Process Manager

 Problem Solving:	Make Sound Decisions and Exercise Judgment Analyze Issues Plan Ahead	Bases decisions on sound logic, experience, and the needs of the company and team. Recommends adjustments of solutions to meet stakeholder needs. Applies rigorous and proper logic to problems to diagnose root causes and identify opportunities. Anticipate the resources, steps, and key actions needed for department initiatives. Identify the people best placed to complete tasks.
 Leadership Abilities:	Take Charge Demonstrate Energy Exercise Initiative Achieve Results	Mobilizes others; steps forward to lead when there is no clear direction or leader; is willing to guide the actions of others. Is productive throughout the day; demonstrates a bias for action and brings energy to a situation where it is lacking. Often energizes others. Finds a way to get things started. Is proactive; volunteers for responsibilities. Sets goals and focuses on achieving them; steps up to do work when there is no clear focus. Is attentive to delivering work with a sense of urgency. Is self-disciplined and attentive to work; does not procrastinate.
 Builds Strong Relationships:	Communicate Effectively Influence Others Demonstrate Teamwork Display a Positive Outlook	Capable public speaker who is effective at explaining concepts and opinions. Conveys one's point in a compelling manner; proactively seeks out the perspectives of others; pitches ideas in a manner that meets other's needs; willingly seeks to network with others and create a sphere of influence in the organization. Promotes working cooperatively with others; crosses organizational boundaries when needed to partner on tasks and projects. Accepts others' ideas and perspectives; is open to the possibilities and needs raised by others.
 Demonstrates Motivation and Discipline:	Display Adaptability and Versatility Tolerate Stress Demonstrate Work Ethic Demonstrate Integrity	Changes his/her approach to accommodate new people and problems. Enjoys variety and adjusting to new work demands and situations. Handles pressure situations without reacting emotionally; keeps control of frustrations; does not allow frustrations to derail work. Can handle criticism. Enjoys work and is motivated by the rewards typically provided by the company. Persists until the task is done. Values work as an end. Follows through on commitments and obligations. Takes responsibility for his/her actions and output.

People and Process Manager - Development

Education (10%)

- Leadership Training
- Leadership Assessments

Coaching (20%)

- Mentor
- Formal Coaching

Experience (70%)

- Mentor Others
- Lead Cross-Functional Project
- Lead Company Initiative
- Contribute to Senior Leadership Meetings



WE HELP YOU GET THE PEOPLE PART RIGHT.

People and Process Manager

Am I Ready?

Am I Ready
for More?

Problem Solving:

Make Sound Decisions and Exercise Judgment
Analyze Issues
Plan Ahead

Leadership Abilities:

Take Charge
Demonstrate Energy
Exercise Initiative
Achieve Results

Builds Strong Relationships:

Communicate Effectively
Influence Others
Demonstrate Teamwork
Display a Positive Outlook

Demonstrates Motivation and Discipline:

Display Adaptability and Versatility
Tolerate Stress
Demonstrate Work Ethic
Demonstrate Integrity



WE HELP YOU GET THE PEOPLE PART RIGHT.

Senior Leader

- **Leading Leaders**
- **Company-Approach
(Beyond Function)**
- **Culture Ambassador**
- **Fair And Healthy
Expectations**

Strategic Thinking

Leverages Business Insights
Sound Decisions and Judgements
Customer Success Focused
Creativity & Risk Taking

Organizational Savvy

Builds Effective Leadership Teams
Develops Leadership Talent
Leads Company Culture
Impactful Collaboration

Results Focused

Change Leader
Maximizes Outcomes
Planful Approach
Drives Accountability

Sustainable Mindset

Self Awareness
Resiliency
Inclusive
Growth Mindset



WE HELP YOU GET THE PEOPLE PART RIGHT.

Leadership Skills – Senior Leader

Strategic Thinking

Exceptional Business Acumen	<ul style="list-style-type: none">• Demonstrates financial literacy - connects drivers of growth, profitability, key performance measures, etc. to the impact on the business• Leverages business insights by acting on industry trends and emerging topics within the field• Think beyond your area of the business -understands the broader impact of organizational decisions• Simplifies complex information to enable effective cross-functional collaboration
Sound Decisions and Judgements	<ul style="list-style-type: none">• Evaluates decisions based on short and long-term factors• Uses data to educate a reasonable or likely outcome; can re-think assumptions as new data emerges• Can identify risk; knows how to mitigate or tolerate• Is adaptable in thinking – knows how to operate in ambiguous or uncertain environments
Customer Success Focused	<ul style="list-style-type: none">• Can anticipate customer needs and expectations• Creates tools, systems, or processes that improve the customer's overall experience• Empowers a culture that provides a delightful customer experience• Maintains strong key external relationships (vendors, important clients, strategic partners, etc.)
Creativity & Risk Taking	<ul style="list-style-type: none">• Fosters an environment that encourages creative and diverse thinking• Publicly celebrates “fail fast, learn fast” outcomes• Empowers team members to take healthy risks• Whenever possible, focuses on progress rather than perfection



Leadership Skills – Senior Leader

Organizational Savvy



Builds Effective Teams

- Ensures alignment on organizational initiatives and goals
- Defines clear roles, responsibilities, and expectations
- Creates clear norms around collaboration (decision making, meeting expectations, brainstorming, disagreeing, etc.)
- Reinforces trust and cooperation within team members

Develops Talent

- Leverages tools and processes to maintain visibility around high potential, top performers, and mismatched employees
- Provides resources/opportunities for internal and external development
- Actively coaches direct reports; discusses career development on a regular basis
- Takes and active role (mentoring and coaching) preparing high potential talent for additional responsibilities

Leads Company Culture

- Refers to company values and mission on a regular basis
- Provides recognition and feedback based on company values
- Leads by example - lives out the values daily
- Reviews company values to ensure they align with the strategy and direction of the organization

Impactful Collaboration

- Has a broad network throughout the company
- Actively seeks relationship building opportunities with leaders outside of their function
- Maintains a healthy “sphere of influence” by actively supporting and engaging in company initiatives
- Effectively navigates the political landscape and different personality types found within every organization

Leadership Skills – Senior Leader



Results Focused

Change Leader

- Seeks opportunities to continuously improve; avoids resting on laurels
- Considers the impact change has on other departments and company functions
- Understands change management as a process and manages accordingly
- Listens to stakeholder perspectives and empathizes with concerns while encouraging a positive outlook

Maximizes Outcomes

- Ensures teams have the tools and resources to be successful
- Checks in on progress, removes roadblocks, and provides support to project teams
- Remains laser focused on accomplishing the critical outcomes
- Steps in to help where needed – willing to “roll up their sleeves”

Planful Approach

- Anticipates challenges and takes proactive steps to minimize impact on project or team
- Involves key stakeholders early in the planning process to gain support and input
- Understands internal and external impact of initiatives and actions
- Quickly adjusts to account for changes in business priorities, customer needs, or other factors

Drives Accountability

- Ensures critical actions are well understood- who is responsible, what steps to follow, when does the work need to be completed by
- Outlines why accountability is important. Connects work to the department or company goals
- Uses clear expectations to “keep the bar high” and define a high-quality outcome
- Asks questions to confirm understanding and provide additional clarification

Leadership Skills – Senior Leader

Sustainable Mindset

Self Awareness

- Proactively seeks feedback from others
- Shares an accurate sense of strengths and weaknesses
- Shares emotions and emotional responses in appropriate manner
- Creates time and space for self reflection – uses this as an opportunity for self-improvement

Resiliency

- Has established habits that enable the ability to rest and recharge
- Understands burnout and proactively takes steps to avoid this outcome
- Avoids creating the “always on” expectation within their teams
- Can balance personal and professional responsibilities
- Seeks help when needed – understands the benefit to self and others by sharing responsibilities

Inclusive

- Remains open minded – can “hold” multiple perspectives and opinions simultaneously
- Proactively seeks team members with diverse backgrounds, skillsets, perspectives
- Actively supports diversity within the workplace – fosters a welcoming company culture
- Recognizes unconscious bias and can take steps to minimize the impact within the workplace

Growth Mindset

- Embraces challenges
- Persists in the face of setbacks
- Views effort as the path to mastery
- Learns from criticism
- Finds lessons and inspiration in the success of others

Senior Leader

1. What are my organization's leadership needs?
2. What are my Strengths and Development Opportunities?
3. Where can I add more value (aspirations)?

Strategic Thinking

Leverages Business Insights
Sound Decisions and Judgements
Customer Success Focused
Creativity & Risk Taking

Organizational Savvy

Builds Effective Leadership Teams
Develops Leadership Talent
Leads Company Culture
Impactful Collaboration

Results Focused

Change Leader
Maximizes Outcomes
Planful Approach
Drives Accountability

Sustainable Mindset

Self Awareness
Resiliency
Inclusive
Growth Mindset



WE HELP YOU GET THE PEOPLE PART RIGHT.

Senior Leader - Development

Education (10%)

- Leadership Training
- Leadership Assessments

Coaching (20%)

- Mentor
- Formal Coaching
- Focus on Sustainable mindset

Experience (70%)

- Cross-Departmental Responsibilities
- Culture Building
- Board Positions

Questions?

Leadership Is:

**Building
Teams**

and

**Driving
Results**

Benefits of Getting the People Part Right

Improved Collaboration

Companies that promote collaborative working habits were **five times as likely** to be high performing (i4cp)

Employee Engagement

Behaviors of highly engaged business units result in **21% greater profitability** (Gallup)
Lower daily stress reported by employees who are engaged (Gallup)

Employee Retention

Total cost of losing an employee: **1.5-2X** annual salary (Deloitte)

Top area to improve company culture: **professional development opportunities** (LinkedIn)



WE HELP YOU GET THE PEOPLE PART RIGHT.

Thank you!

Your Strategic Talent Partner



WE HELP YOU GET THE PEOPLE PART RIGHT.