

# Career Transitions: Capitalizing on Your Leadership Competencies

By

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# Overview and Agenda

- Phases of Leadership and Leadership Brand
  - From Managing Others to managing the enterprise
  - Your leadership brand
- Career Coaching
  - Competency inventory
  - Career options
  - Cover letter, resume, CV, professional portfolio
  - Employment agreements, total compensation
  - Separation agreements
- Claiming the Corner Office
  - Resiliency
  - Your network and value
  - Talking the Talk
- Questions and Conclusion

## Learning Objectives

- Define the six phases of leadership.
- Explore how a career coach can assist as job search strategies change while moving up the ladder.
- Demonstrate how a nurse leader transitions up the ladder to the corner office.

## Six Phases of Leadership—1

- Managing self to managing others
  - Requires behavioral or value-based transition
  - Learn new skills, necessary tasks
  - Shift from doing work to getting work done through others
  - Reallocate time
  - “Other directed” work is mission critical

## Six Phases of Leadership—2

- Managing others to managing managers
  - Managers are now “pure” managers
    - Must be able to differentiate between those who can do and those who lead.
  - Divest individual tasks, think beyond their function
  - What are the strategic issues that support the business?
  - Tough responsibility is to return people to individual contributor roles.

## Six Phases of Leadership—3

- Managing managers to functional manager
  - Competition for resources
  - Blend function strategy with overall strategy
    - Push the future
    - Innovate
  - Penetrate 2 layers to communicate
    - “Skip Level”
  - Manage areas outside expertise
  - Team meetings, more delegation
  - Think & act like functional leader

## Six Phases of Leadership—4

- Functional manager to business manager
  - Link between efforts and marketplace
  - Integrate functions
    - Can we do it, will we make \$\$, is it sustainable?
  - Major skill and time shifts
    - Widening stakeholder groups
    - Even clearer communication
    - Balance current needs, future goals
    - Thinking time, stop doing

## Six Phases of Leadership—5, 6

- Business to group manager
  - Evaluate strategy
  - Allocate capital
  - Ask the right ?
  - Create new business managers
  - Portfolio strategy
- Group manager to enterprise manager
  - Long-term, visionary thinkers
  - External sensitivity
  - Outward looking perspective



# Building Your Leadership Brand

- Know yourself
  - Personal values
  - Competencies, limitations
- Know how you are perceived
  - Health, wellness
  - Style
  - Grooming
- Polishing your brand
  - Behavior
  - Reputation management

## Leadership Brand

- Social media
- Networking
- Publishing, presenting, involvement

# Career Coaching

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## Coaching Defined

- Leadership
- Career
- Personal
- Health and Wellness
- Who benefits from coaching?
- When do you need a coach?

# Competency Inventories

- Everything DISC, Career Anchors, EQ-i, People Best

Career pathways

Traditional, non-traditional

Exploring alternatives

Graduate school options

Finding a mentor

## Career Coaching Tools

- Cover letter
- Resume (job, governance)
- CV “course of life”
- Professional portfolio

## Human Resources Issues

- Employment Agreements

Total Compensation

Separation Agreements

## Conclusion

- Discussion
- Questions

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