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, executive presence

• Career Coaching
  • Competency inventory
  • Career options
  • Cover letter, resume, CV, professional portfolio
  • Total compensation, employment agreements
  • Separation agreements

• Leadership coaching
  • Define leadership coaching
  • Steps in the coaching process
  • Maximizing the coaching relationship

• Questions and Conclusion
Learning Objectives

Define the six phases of leadership.

Understand what comprises your leadership brand.

Demonstrate how a career coach can assist a nurse moving up the leadership ladder.

Describe the role of a leadership coach.
Six Phases of Leadership

- 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 question
  - Create new business managers
  - Portfolio strategy

- Group manager to enterprise manager
  - Long-term, visionary thinkers
  - External sensitivity
  - Outward looking perspective

Your Leadership Brand

- Know yourself
  - Competencies, limitations
  - Innate strengths

- Executive presence
  - Style
  - Grooming
  - Work-life balance
  - Health, wellness

- Polish your brand
  - Behavior
  - Reputation management
Leadership Brand

• Social media

• Networking

• Publishing, presenting, involvement

• Governance experience
Career Coaching
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Types of Coaching

• Leadership
• Personal or Life
• Health & Wellness
• Career
Why Career Coaching?

- Objective, outside expert
- Opportunity to focus on you and reflect
- Any nurse can benefit
- At any point in one’s career
- Enhance confidence
Competency Inventories

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

- Career Options to Explore
  - Traditional
  - Non-traditional
  - Graduate school
    - MSN, MBA, MHA, PhD, DNP
Career Coaching Tools

- Cover letter
- Resume (job, governance)
- CV “course of life”
- Professional portfolio
- Executive recruiters (“head hunters”)
Career Coaching Tools

• Interview preparation and practice
• Questions
• Skype or Facetime
• Panel or group
• Mock interview
Agreements & Contracts

• Total compensation
• Employment contract
• Separation agreement
• Change of control agreement
Conclusion

- Discussion
- Questions

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