

Ep 58: How to Successfully Lead When You Are Not the Leader

with Scott Mautz, founder of Profound Performance



- o Become a subject matter expert.
 - o This can be on multiple levels, but what must be true is it must be of value to the organization.
 - o A few examples:
 - Topical expert- expert in a particular field (science, math, English, marketing, engineering)
 - Brand or industry expert- Tide (fabric care)
 - Skill or process expert- physical or mental (woodworker, mechanic, magician, athlete)
 - What do you want to be known for? Why would someone call upon you?
- o Embrace that the team needs to succeed for you to succeed.
 - o We all have a role to play within a team. We also have results we are accountable for. When challenges arise we sometimes become hostile, blame others and vent to the named leader so we don't look bad. This self preservation mode rarely motivates others.
 - o A leader takes a different approach when challenges arise by asking "what can I do to help the team succeed?"
 - o This collaboration can only be accomplished by someone who takes accountability for their own results as well as the team's.
 - o Yes, this is the named-leader's responsibility, but they can't truly bring to fruition the needed collaboration to generate high-quality results if the individuals themselves aren't willing to take accountability beyond their own results.
- o Be a teacher.
 - o Teach them your skill, knowledge and experiences. Explain context, vision, impact, what success looks like, ways we have failed before, etc. Explain the "why".
 - o When you teach, you create empathy, empathy creates understanding and understanding leads to very productive collaborations.
 - o This includes managing up. Remember you have a unique perspective that management doesn't have. We tend to assume that our management knows it all and that our perspectives are insignificant. This could not be further from the truth.
- o Build allies.
 - o Allies are essential in enabling leadership at any level but are particularly critical as you are building reputation, credibility and advocacy.
 - o If you are new to an organization, you may pick an ally who can help you understand the dynamics and politics of the team. If you are presenting something that might meet with some resistance, you may seek out an ally who endorses your POV.
 - o This is not meant to be manipulative, you either pay it back or pay it forward. You must embrace the fact that you need other people to achieve your goals and dreams.

Areas to address immediately are:

1. _____

2. _____

3. _____

Action Plan:

Action	Timing	Progress	Complete