



# **Performance Advantage Systems**

*Actionable Intelligence for Leaders*

## **6 Challenges Successful Leaders Face**

by

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### **YES – you are already a Successful Leader!**

You are well regarded by, and have effective relationships with your management, your peers, and your team members. Your technical expertise and leadership skills are admired.

**Things were proceeding smoothly, until now, when you received some negative feedback or experienced a setback.** You might have been faced with a new or bolder assignment such as implementing a large-scale change initiative, or failed to get buy-in for a visible strategic decision, or were unable to resolve a conflict with a key individual. Or, you might have bumped up against ‘the political landscape’, or needed more effective executive presence when dealing with senior co-workers.

**Any of these situations can occur in your present position,** or when you move into a new position, or transition into a new company. These are examples of situations that *all* leaders face at one time or another - and how they are handled impact a leader’s performance, a leader’s reputation and, therefore, potential advancements.

**Underlying these types of situations are 6 challenges** which directly impact such situations – and can make or break the Successful Leader’s effectiveness – and success.

## 1. Imbalance between results and relationships:

The most challenging challenge is to *continue* building, strengthening, and deepening relationships *while at the same time* generating results - as they are **both** always paramount. While having solid relationships is THE BIGGEST (and most frequent) challenge, **NOT HAVING SOLID RELATIONSHIPS is the most frequent derailer for leaders at all levels.**

**Work and results are accomplished *with* (not through) people** – so having trusting relationships is essential to achieving business results. Trust, after all, is the emotional glue that binds such relationships. When that trust is broken or betrayed in favor of immediate, high-stakes results, future results are in jeopardy since the relationships have been damaged. While these can be bandaged, they are hard to ‘fully’ repair. So, ***always focus first on relationships***...as the results will follow.

**How would you assess each of your individual relationships with your upper managers, peers, and team members?**

1	2	3	4
Do not have a relationship, or barely have a relationship, with this person.	The relationship is pretty weak and needs considerable strengthening.	The relationship is pretty good but can use some improvement.	The relationship is solid and need to ensure that it continues this way.

## 2. Lack of teamwork/collaboration:

**Being (ever more) impactful requires working *with* others** – at *all* levels in the organization. When a leader’s personal ambition and agenda take priority over that of the team(s), peers, and upper managers the trust is broken which results in a lack of cooperation – as well as outright undermining.

**How would you assess your degree of teamwork and collaboration with your upper management, your peers, and your team members?**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Insufficient	Infrequent or sporadic	Consistent	Solid

### 3. Lacking Core Operating Principles (COPs):

**Core Operating Principles are your moral compass.** They are the ground rules for your interactions and your GPS for how you make decisions. And, once you begin *living your COPs*, people know who you are and what you stand for – which is your leadership brand.

**Do you know and use your COPs all day long?**

<b>1</b>	<b>2</b>
No	Yes

### 4. Unable to influence and resolve conflicts:

**When working with others (up, across, and down) to generate ideas and solve problems - differences will occur.** Successful leaders *proactively* seek out these differences since addressing them before the fact will generate buy-in ideas and long-lasting solutions.

**On the other hand, when those differences are considered threatening,** and therefore received in a fearful way, they are resolved in an entrenched and positional way (e.g., I'm right) – with closed eyes, closed ears, and a closed mind which alienate others.

**Influencing others to buy-into a new idea or to buy into a resolution of a problem needs to be about a win/win (Influence2Win<sup>2</sup>).**

**To what extent are you successful at influencing and resolving conflicts?**

1	2	3	4
I avoid conflicts at all costs!	I tend to cave in and accommodate to the other person – even if I disagree!	I’m often/usually uncomfortable but sometimes assert my belief and position.	I feel confident collaborating and working toward a win/win.

## 5. Weak Executive Presence:

**Regardless of a leader’s position in the company**, at some point (if not many times), the leader will need to interact with leaders at least 2 levels senior to him/her. When nervousness prevails and/or lack of preparation prevails, the performance outcome will be lacking. **Executive presence is:**

- The manifestation of gravitas – which is all about a leader’s self-esteem and belief in their internal self-worth and power.
- The honing of some behavioral and communication skills. These will not be effective without the solid gravitas.

**To what extent do you consistently exhibit solid executive presence?**

1	2	3	4
I’m usually pretty nervous; not always fully prepared; don’t present myself confidently.	I know that I’m not received as well as I want, but don’t know the reason.	I THINK I’m coming across OK but probably need some refining and want to feel more confident.	I look forward to participating in senior forums as I am well received and sought out for my input.

## 6. Resisting politics!

**Are you stressed out – even disgusted – by organizational politics?** Are you bumping up against obfuscatory responses and closed doors – preventing you from achieving your goals?

**Corporate politics is a fact of business life – it is here to stay.** You *can* participate – ethically - in corporate politics. To have your opinions actively sought out and seriously considered and move your agenda forward – easily – a

cadre of winning relationships will enable you to be both more energized and more effective.

**To what extent do you proactively navigate the political landscape?**

1	2	3	4
NEVER! I HATE politics...and I'm really above all of it!	It's so brutal out there – so I try as much as possible to avoid it.	Politics makes me nervous so I try, on occasion, to enlist the support of another coworker in certain situations.	I understand the importance of politics and often proactively seek out the advice and guidance of my mentor to guide me.

**So when experiencing some short-falls in performance, and underlying challenges,** and need/want to take your leadership to the next level of effectiveness, how do you go about turning your short-falls into successes and your challenges into strengths?

**Since you are already a successful leader,** you know that you will continue to be successful because you are motivated to continue to learn, grow, and add value. The question is do you know, *specifically*, what you need to do differently tomorrow...and how to do it?

**You can certainly:**

- Obtain frequent feedback about your challenging area of performance and then figure out what to do;
- Attend training in your challenging area of performance;
- Collaborate with a mentor about your challenging area of performance.

While each of these strategies is desirable, they might not be timely, or be specifically targeted, or provide sufficient in-depth information or practice to close the gap from where you are to where you want to be.

continues...

**One-on-one coaching in which timely, collaborative conversations create targeted actions for results and success, will:**

- Bridge the gap between the underlying drivers which are propelling your unsuccessful behaviors;
- Leverage your strengths;
- Enable you to rapidly learn the specific, practical strategies and behaviors which match your Personal Leadership Style;
- Be more impactful;
- Be both timely and targeted.

***On a daily basis, be alert and keep a log of what worked for you, what did not, and how you felt. Over-time, if you see any pattern, you may well be experiencing one of these six challenges - which need to be addressed.***

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