

SUCCEEDING AS AN ENTERPRISE LEADER

TRANSITIONING FROM FUNCTIONAL LEADER TO ENTERPRISE LEADER

Many high-potential leaders move up the corporate ladder within a relatively short span of time. First as a first-line manager. Next as a manager of managers overseeing a function, such as sales or engineering. The transition that will be the most critical and challenging occurs when they shift from leading a function to leading an enterprise with P&L responsibility and oversight of executives across numerous functions. The view here at the top is distinctly different from earlier transitions.

NAVIGATING LEADERSHIP MINDSET SHIFTS

Newly minted enterprise leaders will soon discover that what they have honed in previous roles such as mastery of their functions, organizational know-how, setting goals, motivating and holding others accountable are no longer sufficient. At this critical turning point, they need to undergo a tricky set of changes in their leadership focus that requires them to develop new skills and conceptual frameworks. This is known as leadership mindset shifts.

A mindset is lens or mental model that leaders carry around to help them make sense of who they are, how they should relate to people around them and how they should behave in myriad challenges and situations. As their roles become more complex in this rapidly disruptive environment, their worldview must evolve as well. Otherwise, they are holding onto a mindset that is out of step with the new realities of business and will prevent them from adapting and leading proactively.

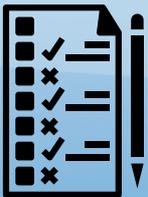
One of the biggest challenges for an enterprise leader is shifting from leading a single function such as engineering or sales to overseeing the full set of business functions that run from Sales, Marketing, Engineering, Supply Chain, HR, Finance, Legal, Compliance, Corporate Affairs, etc. This is transforming from a specialist to a generalist. The classic trap to fall into is overmanaging the old role and undermanaging the others. There are many other critical shifts such as from analyst to integrator, tactician to strategist, problem-solver to agenda setter, change manager to change initiator, proactively anticipating external change and influencing external constituencies.

A useful way of looking at this is to consider the metaphor of a glass of water. The glass vessel defines the leaders' mindset while the amount of water represents their capabilities. For leaders to continually evolve, they need to grow the size of the glass (vertical development) as well as acquire new capabilities (horizontal development).

WHAT YOU WILL LEARN

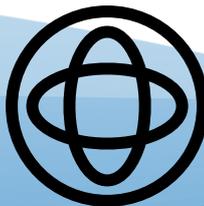
- Understand the mindset shifts of functional leader to enterprise leader
- Developing a paradoxical mindset
- Identifying challenges to address
- Navigating your business operations
- Leading across boundaries
- A template to evaluate how successfully an enterprise leader is making the transition
- What do you expect from your functional heads?
- Building your talent pipeline
- What will you do back at work?

OUR APPROACH



Prepare

Prior to the program, all attendees will have 30-minute one-on-one chat with the facilitator focusing on their roles and responsibilities, work context, learning objectives and challenges.



Immerse

The program consists of 5 X 1 day modules spaced out over 3 months, or approximately 1 module 2 to 3 weeks apart.



Apply

To ensure effective transfer of learning to the workplace, there will be 4 one-on-one executive coaching sessions during the program, and 2 executive coaching sessions post-program

WHO SHOULD ATTEND

Senior functional managers with 8 years of management experience or those who have recently moved into general management.

Contact us at bh@leadassociates.com.sg to discuss your learning needs. We will customize the program to suit your requirements.