

THE LEADERSHIP X-FACTOR

# THE LEADERSHIP X-FACTOR

Developing Skills for Extraordinary Leaders

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**What do you find most challenging about leadership?**





Transitioning from peer to leader

Establishing authority and credibility

Avoiding micromanagement

Managing team dynamics

Setting clear expectations

Handling difficult conversations

Building trust

Giving feedback

Receiving feedback

Delegating effectively

Confidence with decision making

Conflict resolution

Working with different skill levels

Managing remote teams

Communication barriers

Imposter syndrome

Dealing with resistance to change

Managing personality differences

Avoiding burnout

Managing emotions

Time management

Creating a positive work culture

Leading multigenerational teams

Balancing strategy with execution

Balancing personal growth with work

Motivating the unmotivated





**What do you find most rewarding  
about leadership?**



## In this session:

- Embrace authenticity and build trust through self-awareness and feedback
- Strengthen creativity and adaptability
- Strengthen resilience and decision making
- Learn how to cultivate empathy, boost EQ, and communicate better with your team



**IF THE LABELS WERE ABSENT, WHO WOULD  
YOUR TEAM TURN TO FOR GUIDANCE?**





# GREAT LEADERS EMBODY...



## **AUTHENTICITY**

Your competence isn't enough. People need to trust your character and connect with you. Being genuine and true to who you are is key, as is self-awareness.

## **CURIOSITY**

Leaders who cultivate curiosity better navigate complex challenges, foster a culture of continuous improvement, and build stronger teams.

## **ANALYTICAL PROWESS**

Good leaders can break down complex problems, identify root causes, and find fresh solutions.

## **ADAPTABILITY**

Emerging technology and AI mean change is rapid and on-going, and you as a leader must adjust (and be open-minded to) these ever-shifting demands.

# GREAT LEADERS EMBODY...



## **CREATIVITY**

Whether incremental or ‘game-changing’, every new idea is useful to an organization. The most innovative ideas often emerge from the “adjacent possible”. *How might we?*

## **COMFORT WITH AMBIGUITY**

Ambiguity is about holding conflicting ideas in your head and dealing with competing priorities that feel equally important.

## **RESILIENCE**

Successful leaders recognize the fluidity of situations and strive to understand the context within which they operate. They can recalibrate when thrown off course.

## **EMPATHY**

Understanding and connecting with others on an emotional level is key to strong leadership.



A high-angle, wide shot of a group of approximately 20 business professionals standing in a loose circle in a modern, brightly lit office space. The individuals are dressed in professional attire, including suits, blouses, and dresses. In the foreground, the back of a man's head and shoulders are visible; he has short, wavy brown hair and is wearing a vibrant red sweater. He is looking towards the group of people. The office has large windows in the background, letting in natural light, and the floor is a light-colored, polished material. A semi-transparent red banner with white text is overlaid across the middle of the image.

# Transitioning from peer to leader



## 5 Strategies to Effectively Transition from Peer to Leader

### 1) Set clear expectations **EARLY**

**Hold a team meeting** to communicate your new role, responsibilities, and expectations.

**Acknowledge the transition** by being open about the shift, and discuss how you hope to support the team.

**Focus on team goals, not power dynamics** by emphasizing that success is a collaborative effort.





## 5 Strategies to Effectively Transition from Peer to Leader

### 2) Maintain professionalism *and* approachability

**Shift from friend to mentor** by supporting and guiding rather than trying to be “one of the team”.

**Set boundaries on personal topics** – avoid discussing work-related gossip or confidential matters.

**Stay fair and consistent** by treating all employees equally (not just former close friends)



## 5 Strategies to Effectively Transition from Peer to Leader

### 3) Earn trust through actions

**Lead by example** demonstrating strong work ethic, integrity, and accountability.

**Show competence but stay humble** by admitting what you don't know and seeking input.

**Avoid micromanaging** by giving your team autonomy while providing necessary support.



A photograph of two women in an office environment. The woman on the right is smiling and looking towards the woman on the left, who is partially visible in profile. They appear to be in a meeting or collaborative work session.

## 5 Strategies to Effectively Transition from Peer to Leader

### 4) Don't avoid difficult conversations

**Be direct but empathetic.** If a team member tests boundaries, address it privately.

**Set clear performance expectations** to ensure work relationships remain professional.

**Be objective, not personal.** Make decisions based on facts, not friendship.



## 5 Strategies to Effectively Transition from Peer to Leader

### 5) Seek guidance and mentorship

**Find a mentor** who has been through a similar transition (in or outside your company)

**Take leadership training courses** to build skills and confidence.

**Join peer leadership groups** to discuss challenges and solutions with other new leaders.

*Article download*



# Capability vs. Commitment

CAPABILITY —↑

**Highly capable  
but no commitment**

COMMITMENT —→



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**No capability but  
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# Building Better Leaders

CAPABILITY —↑

*(high skill, no will)* **COACH THEM**  
Ask, give feedback, suggest and  
build confidence



COMMITMENT —→





# Building Better Leaders

CAPABILITY —↑

*(high skill, low will)* **COACH THEM**  
Ask, give feedback, suggest and  
build confidence

*(high skill, high will)* **DELEGATE TO THEM**  
Ask, consult, stretch

COMMITMENT —→



# Building Better Leaders

CAPABILITY —↑

*(high skill, low will)* **COACH THEM**  
Ask, give feedback, suggest and  
build confidence

*(high skill, high will)* **DELEGATE TO THEM**  
Ask, consult, stretch

*(low skill, low will)* **DIRECT THEM**  
Tell, monitor closely, test out

COMMITMENT —→





# Building Better Leaders

CAPABILITY —↑

*(high skill, low will)* **COACH THEM**  
Ask, give feedback, suggest and  
build confidence

*(high skill, high will)* **DELEGATE TO THEM**  
Ask, consult, stretch

*(low skill, low will)* **DIRECT THEM**  
Tell, monitor closely, test out

*(low skill, high will)* **MOTIVATE THEM**  
Sell, support, re-ignite

COMMITMENT —→





# CURIOSITY

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# LISTENING

Non-directive, skillful, and “active” listening will  
your employees trust in you.

## GOOD LISTENING

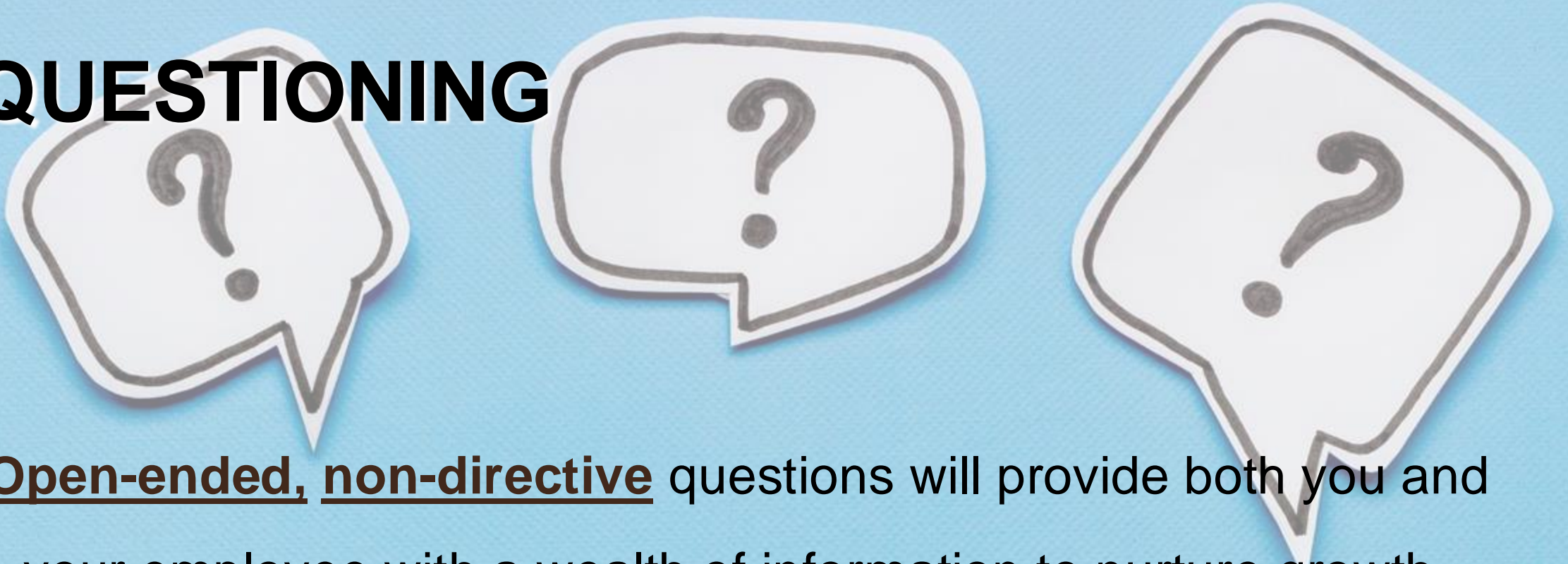
Less talking

Less dispersing

Less problem solving

**W.A.I.T.**

# QUESTIONING



Open-ended, non-directive questions will provide both you and your employee with a wealth of information to nurture growth.

Your goal is to help them find their own answers.

***Avoid being prescriptive!***



# QUESTIONING



**WHAT** = deepest reflection

“What motivates you the most in your role?”

“What challenges are you facing, and how can I support you?”

“What skills would you like to develop?”

“What would you do differently if you were in my position?”

“What do you think I could improve as a manager?”



# QUESTIONING



**HOW** = also effective

“How is the new set up working for you?”

“How might you get over that hurdle?”

“How will you change your approach for next time?”

**NOT**

“How come you didn’t get your work done?”

# QUESTIONING



**WHY** = closes down possibilities

“Why didn’t meet y our deadline?”

“Why are you having difficulty?”

“Why do you lack motivation?”



# QUESTIONING



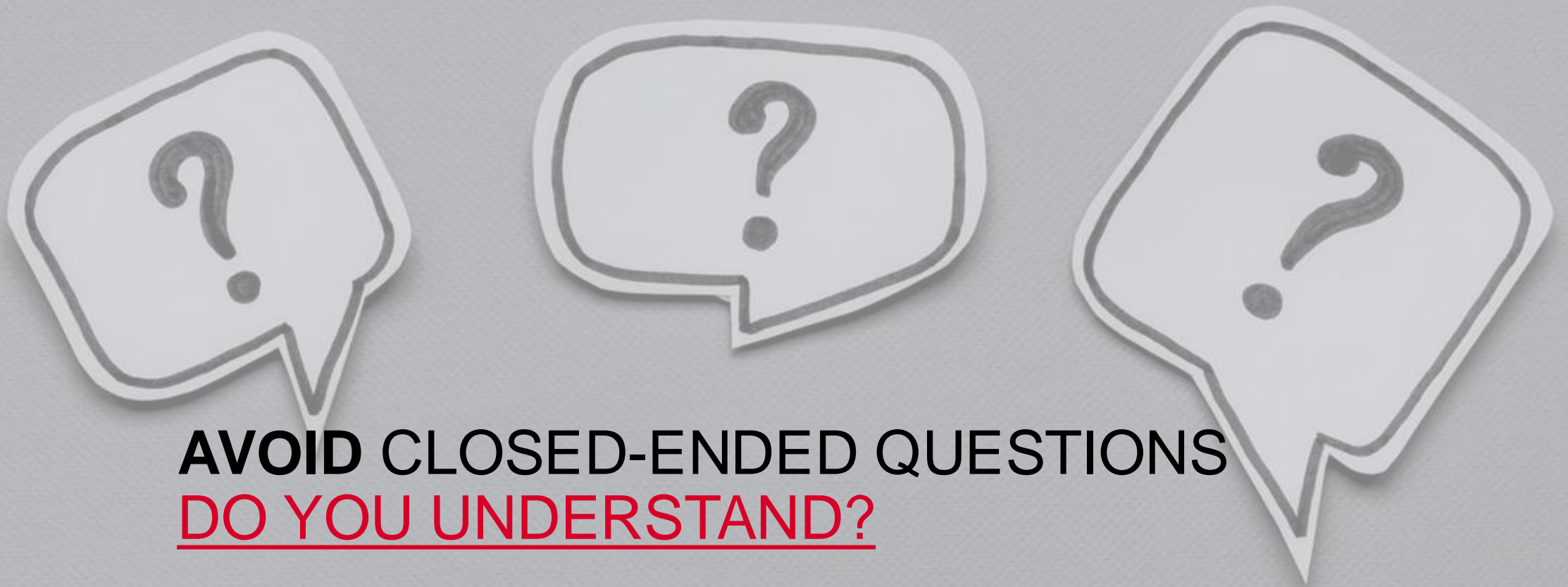
**Situational** – When do you experience the greatest challenges? The greatest success?

**Inquiry** – How might you improve results?

**Action** – What steps will you take this week?

**Prompting/Encouraging** – Great, what next?

**Reminding** – So what have you tried before?



**AVOID CLOSED-ENDED QUESTIONS**  
**DO YOU UNDERSTAND?**

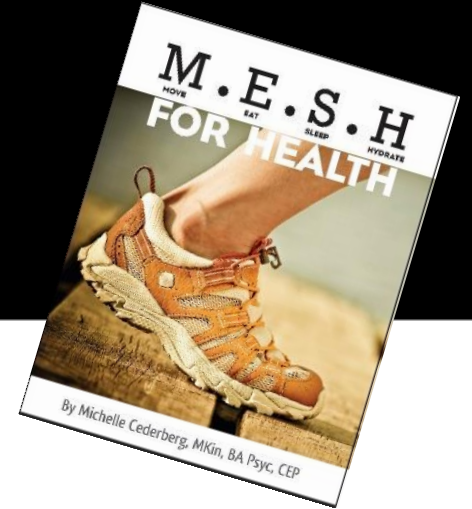
**Open-ended questions create possibilities.**

**WHAT IS ONE WAY THIS HAPPENS?**

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# I'm grateful for your feedback



Scan this QR code



Or go to


<https://talk.ac/michellecederberg>

and enter this code when prompted

LEADERX

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# **RECOGNITION APPRECIATION & AFFIRMATION**

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## **CONNECT at all levels**

With underperformers, disengaged employees *and* high performers.

*Study: 200,000 employees in 741 companies*

Compensation was at the bottom of reasons why high performers left.

**PURPOSE – DEVELOPMENT – RELATIONSHIPS WITH LEADERS**



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**PURPOSE – DEVELOPMENT – RELATIONSHIPS WITH LEADERS**

*Gallup: surveyed 700 employees who voluntarily left their jobs, and 42% said their managers' actions could have kept them there.*





## “MATTERING”

Not always through awards, programs, or perks.

- 1) *Notice* your team members. Notice the details, ebbs and flows of their lives and work. Show them you're paying attention.
- 2) *Affirm* your team members. Show them specific evidence of their significance and how they uniquely matter.
- 3) Show your team members *HOW* they're needed. *Metrics*  
***“If it wasn't for you...”***



“The more intentional you are about your leadership growth, the greater your potential for becoming the leader you are capable of being. Never stop learning.”

*~ John C. Maxwell*





# **Michelle Cederberg** *CSP, Hall of Fame Speaker, Bestselling Author*

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