

The *Next* Level

GROUP DISCUSSION GUIDE



Introduction

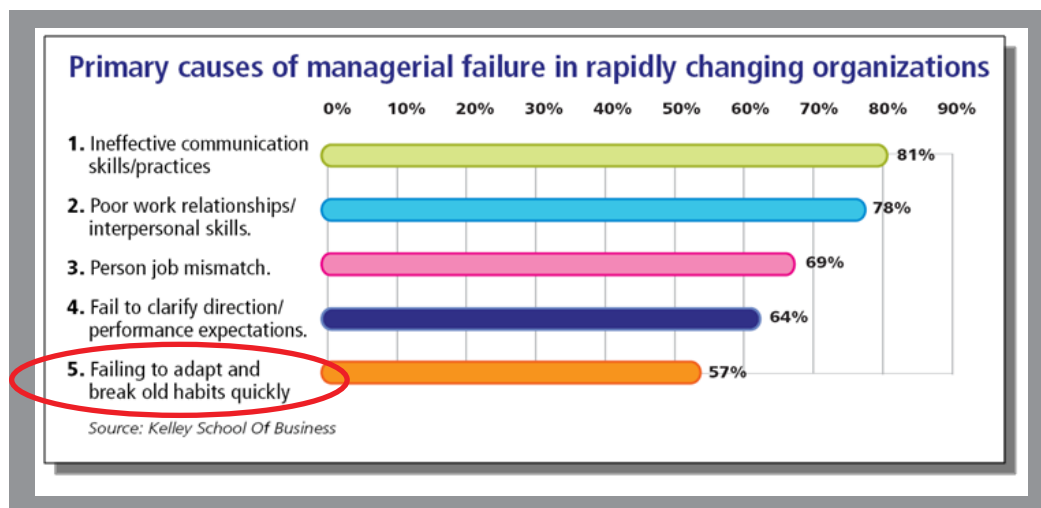
Welcome to The Next Level

Moving to the executive level is among the toughest transitions of any career. In fact, research shows that as many as 40 percent of new executives fail within eighteen months of being named to their positions. Executives are undoubtedly smart, capable people – so, why do so many of them fail?

“A new type of thinking is essential if mankind is to survive and move toward higher levels.”

- Albert Einstein

Today’s world is about constant change. To survive and succeed, we must adapt. In fact, research from the Kelley School of Business reveals that in addition to problems with communication and relationship building, failure at **The Next Level** often results from failing to adapt and break old habits.



As a leader, you will often find yourself leading in an environment where expectations about results have changed, regardless of whether those expectations have been clearly defined. When different results are expected on a regular basis, you must pick up new behaviors and let go of previously learned behaviors in order to adapt quickly and achieve results. This means that, in order to be successful, new leaders must have the courage and confidence to let go of some of the behaviors and actions that brought them to a leadership role in the first place.

“We are what we repeatedly do. Excellence, then, is not an act but a habit.”

- Aristotle

The Next Level identifies nine sets of key behaviors and beliefs that executives need to pick up and let go of in order to succeed. And, while it’s important to learn, practice, and adapt these principles, remember that big progress comes from small steps. We don’t need to put undue pressure on ourselves to do too many things at once.

Each session of this workshop will focus on one of the key “pick up and let go” distinctions from **The Next Level**. Between sessions, you’ll be given an action step to take each week that moves you closer to your goal. The “Your Next Step” exercises will allow you to practice and apply each “pick up” behavior in the context of your real-world work environment.

Exercise: Self-Assessment

Picking Up and Letting Go

On the rating scales below, assess your current level of confidence in each of the “pick up and let go” behaviors. For each one, think about the various perspective “buckets” and rate yourself in terms of

1. Personal Presence

2. Team Presence

3. Organizational Presence

A “5” rating on either end of the scale means this is how you show up all the time.

A “1” rating means you never show up this way. For further insights into each behavior, refer to the corresponding chapters in *The Next Level* - chapter numbers are indicated.

PICK UP



PERSONAL PRESENCE

LET GO OF



CONFIDENCE IN YOUR PRESENCE

DOUBT IN HOW YOU CONTRIBUTE

CHAPTER 2



REGULAR RENEWAL OF YOUR ENERGY AND PERSPECTIVE

RUNNING FLAT OUT UNTIL YOU CRASH

CHAPTER 3



CUSTOM-FIT COMMUNICATIONS

ONE-SIZE-FITS-ALL COMMUNICATIONS

CHAPTER 4



PICK UP



TEAM PRESENCE

LET GO OF



TEAM RELIANCE

SELF-RELIANCE

CHAPTER 5



DEFINING WHAT TO DO

TELLING HOW TO DO IT

CHAPTER 6



ACCOUNTABILITY FOR MANY RESULTS

RESPONSIBILITY FOR A FEW RESULTS

CHAPTER 7



PICK UP



ORGANIZATIONAL PRESENCE

LET GO OF



LOOKING LEFT, RIGHT, AND
DIAGONALLY AS YOU LEAD

LOOKING PRIMARILY UP
AND DOWN AS YOU LEAD

CHAPTER 8



OUTSIDE-IN VIEW OF
THE ENTIRE ORGANIZATION

INSIDE-OUT VIEW OF
YOUR FUNCTION

CHAPTER 9



BIG-FOOTPRINT VIEW
OF YOUR ROLE

SMALL-FOOTPRINT VIEW
OF YOUR ROLE

CHAPTER 10

