

Executive Commute with Jayson Krause

Episode 3 Resource

What happens when an expert becomes a leader?

First of all, *why* is this question important?

#1: Your expertise is *exactly* what can hold you back from being a great leader if you allow yourself to be seduced into solving the problems for your people instead of developing them.

#2: You've developed habits of being a great problem solver - it takes self-management and will take more time before you likely see the results you want from your team.

#3: Remember, expertise can be great, but it also comes with the risk of *cognitive tunneling*: we only look through the lens of our *expertise* and may not notice opportunities, including developing our people to solve their own problems.

Here are some questions to consider as you self-manage your expertise:

- What are the pains you are experiencing as a leader?
- What are the pains you have been avoiding that you need to engage with?
- What are the *habits* needed to lead differently?

Objective:

Scale your leadership through self-managing your expertise and instead exercising the intelligence, awareness and resourcefulness of your people.

When someone comes to you with a problem, you can ask:

- What do *you* think we should do?
- What risks are there with this situation?
- Show me what you already know?
- Who have you consulted to get more information?
- Why are you convinced this is the best path forward?
- What do you want from me?

After you've explored this, let us know how it went. What worked, what didn't or what questions do you have. You can leave us a message or voicemail at executivecommute.com.