

Strength in Transitions: Leadership Transcends Titles

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Life Transitions

- Everyone faces change and transition in life. How can leaders be prepared?
 - Recognize professional strengths that will translate forward
 - Reframe the transition as an opportunity to play to your strengths
 - Seek opportunities to pursue fulfilling work that matters to you

My Story

- First-generation college graduate and lifelong learner
- Daughter of 41-year career Air Force Veteran
- Spent first 20 years serving in higher education, most recently as a university provost and chief academic officer
- Transitioned to executive search for 18 months working with higher education and non-profit executives
- Joined Strata Leadership in 2020 as executive coach and trainer

Transitioning with Strength

- Again - Everyone faces change and transition in life. How can leaders be prepared?
 - Recognize threads of strength that exist throughout your work
 - Identify vocabulary to articulate core characteristics and values you possess

Alertness	Discipline	Patience
Attentiveness	Endurance	Persuasiveness
Availability	Enthusiasm	Positivity
Cautiousness	Flexibility	Punctuality
Compassion	Forgiveness	Resilience
Cooperation	Generosity	Respect
Courage	Gratefulness	Responsibility
Creativity	Honesty	Sincerity
Decisiveness	Humility	Thoroughness
Dependability	Initiative	Tolerance
Determination	Loyalty	Trustworthiness
Diligence	Orderliness	Wisdom



A Foundation for Success

Courage – Decisiveness – Dependability – Discipline – Humility – Orderliness – Respect

- Veteran Entrepreneurs possess an arsenal of key characteristics which provide a strong foundation for success in life and in business
- Military training, duty assignments, and technical/operational expertise all provide excellent transferable skills for business leaders like you

Leader Reflection

Take a moment right now and reflect on the skills and concepts that you draw on from your military training and experience that contribute to your success today



Navigating Uncharted Waters

Endurance – Resilience – Decisiveness – Responsibility – Trustworthiness – Thoroughness

- Military service likely ranks among the highest career choices requiring adaptability (among other key leadership traits)
- Plan versus Reality
 - Military strategy going into battle will take a different shape when new realities and obstacles are faced
 - Business plans are often built on paper and modified when put into action



Building & Leading Dynamic Teams

Availability – Creativity – Dependability – Loyalty – Sincerity – Wisdom

Great Leaders:

- Create a culture of trust
- Get everyone pulling in the same direction
- Build confidence
- Inspire action
- Provide vision
- Have a heart for service

Sound familiar?

Mission-Driven Entrepreneurship

Attentiveness – Compassion – Diligence – Generosity – Loyalty – Trustworthiness

- Mission-driven leaders:
 - Set and accomplish goals and objectives
 - Strive for success for purposes larger than self
 - Connect with work in a meaningful way

Again, sound familiar?

Power of Effective Communication

Alertness – Availability – Courage – Enthusiasm – Sincerity – Trustworthiness

- Clear communication matters regardless of context (military or business)
- Decreases conflict and stress
- Reduces duplication of effort and misunderstanding
- Maximizes human and organizational potential

Confident Decision-Making

Attentiveness – Cooperation – Courage – Decisiveness – Persuasiveness – Wisdom

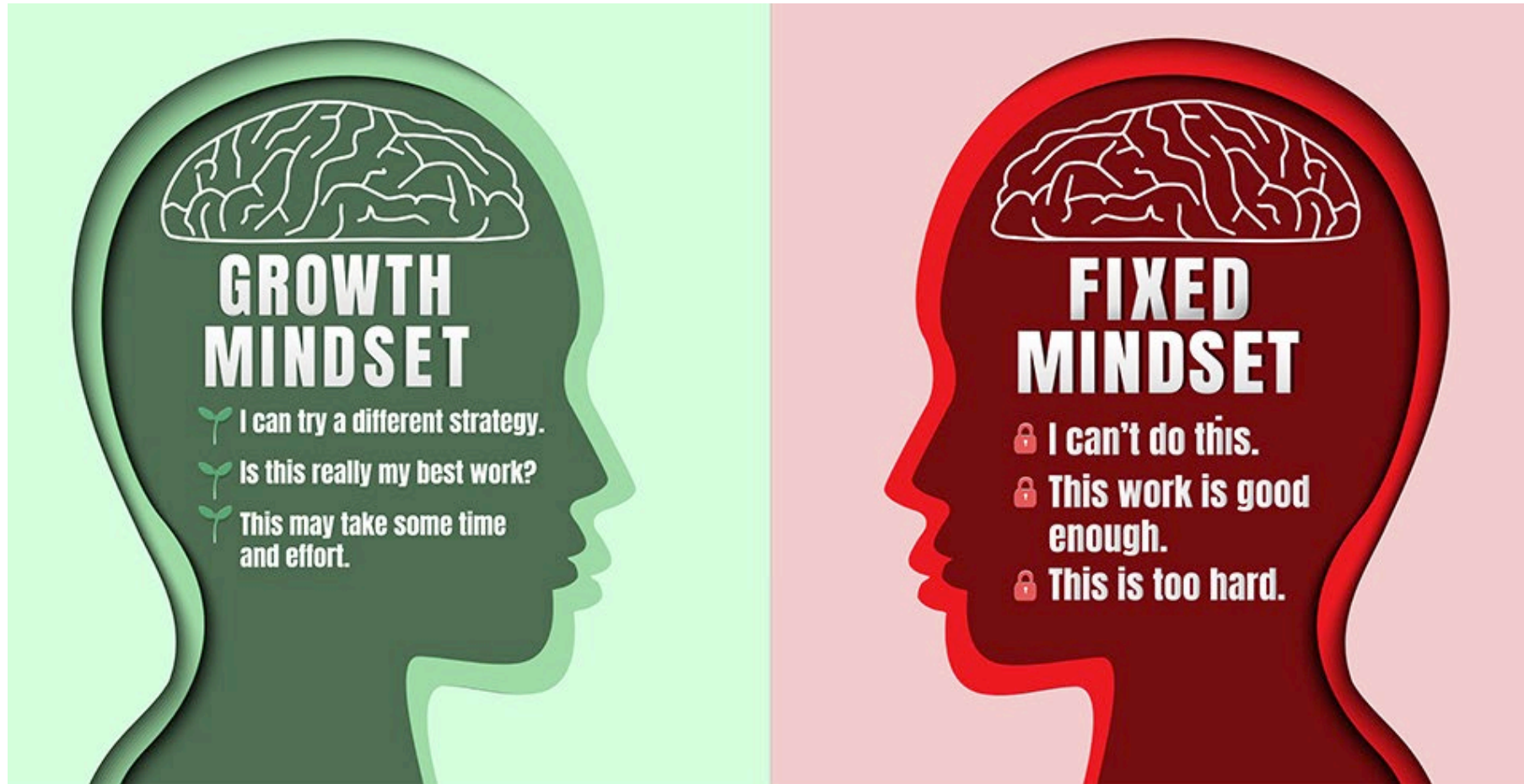
- Ability to function well under pressure
- Gathers needed data and information to be well-informed
- Possesses courage to lead with direction
- Reflective ability to modify or change direction, when needed

Now What?

We have drawn connections between characteristics and strengths perceived with those in military service transitioning to business.

Now, let's talk about how to maximize your strengths and the strengths of the team(s) you lead.

Two Types of Mindsets – Carol Dweck, Ph.D.



Source: <https://metrifit.com/blog/a-growth-mindset-can-help-you-be-the-best/>

Fixed Mindset

“In a fixed mindset, people believe their basic qualities, like their intelligence or talent, are simply fixed traits. They spend their time documenting their intelligence or talent instead of developing them. They also believe that talent alone creates success – without effort.”

Carol Dweck, Ph.D.

Growth Mindset

“In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work – brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment.”

Carol Dweck, Ph.D.

Fixed Mindset

Those with a **fixed mindset** believe:

- Individual traits cannot change no matter how much effort is put in
- Intelligence and talent are static
- If you avoid challenges, you can avoid failure
- It is best to ignore/devalue feedback from others

Growth Mindset

Those with a **growth mindset** believe:

- Intelligence and talent can be developed; effort is the path to mastery
- Mistakes are part of learning
- Challenges and failures should be embraced as opportunity
- Feedback from others is welcomed and valued

The Fixed Mindset

As a result, those with a fixed mindset may plateau early and achieve less than their full potential. This confirms **a deterministic view of the world.**

The Growth Mindset

As a result, those with a growth mindset reach ever higher levels of achievement. **This gives them greater sense of free will.**



The Growth Mindset at Work

“When entire companies embrace a growth mindset, their employees report feeling far more **empowered and **committed**; they also receive far greater organizational support for collaboration and innovation. In contrast, people at primarily fixed-mindset companies report more of only one thing: cheating and deception among employees, presumably to gain an advantage in the talent race.”**

Carol Dweck

Harvard Business Review



How to Adopt a Growth Mindset Culture

“Research shows that managers see far more leadership potential in their employees when their companies adopt a growth mindset – the belief that talent should be developed in everyone, not viewed as a fixed, innate gift that some have and others don’t.”

Carol Dweck and Kathleen Hogan
Harvard Business Review

Cultivating A Growth Mindset

- A growth mindset can be cultivated. (O'Keefe, Dweck and Walton, 2018)
- Developing a growth mindset requires the promotion of persistence. Reward people for choosing the challenging path.

Cultivating A Growth Mindset

- Reconsider statements that focus on ability and strengthen a fixed mindset
 - Example: You are so smart.
- Instead, focus on statements that reward effort - a growth mindset
 - Example: You must have worked really hard.

Summary

Veteran resumes likely include the following military-to-entrepreneur connections:

- Overcoming obstacles with resilience
- Building and leading dynamic teams
- Strategic problem solving and innovation
- Making decisions with confidence
- Mission-driven leader
- Effective Communicator
- Leading with integrity

Conclusion

Thank you for taking the time to think about your leadership and invest in the growth and success of your business.

Dr. Susan DeWoody
sdewoody@strataleadership.com

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References

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- **Dweck, Carol and Hogan, Kathleen (2016). How Microsoft uses a growth mindset to develop leaders. HBR, October 07, 2016 pg. 2)**
- **Dweck, Carol (2016).What having a “Growth Mindset” actually means. HBR, January 13, 2016 pg. 2**