

Workbook

# The Leadership Mindset: 6 Key Behaviors to Develop



# Developing leaders to build resilient teams

There are plenty of skills you'll need to acquire throughout your career as technologies and methodologies shift. But to succeed as a leader, one adept at guiding your team and company to success, you'll need to cultivate your mindset as well.

**Use this workbook — or share it with leaders in your organization — to practice and grow six behavior traits essential for today's leaders.**



# 1 Recognizing limitations

Successful managers embrace vulnerability and admit when they don't know something. They get comfortable asking questions, learning, and building up a network that supports them.

## Get growing and find opportunities to face your unknowns



**Schedule coffee talks with industry peers:** Build a network you can learn from by reaching out to people whose career paths interest you or who have worked on projects you admire. Be curious in these conversations to uncover new perspectives from those who've already walked your path or faced situations you haven't yet seen.



**Mentor someone in your organization:** Growth doesn't only happen when talking to people in senior roles. Mentoring junior employees will help you reframe company challenges and strengthen your leadership skills in a more casual setting.



**Join a community in your industry:** While industry organizations often host meetups, many companies also offer online communities for customers and professionals to gather, learn from each other, and even commiserate on common problems. Find these communities by checking the websites and social media channels of companies in your industry.

# 2 Self-confidence

Even accomplished leaders have moments of imposter syndrome when they question their abilities or feel like a fraud. That fear doesn't have to hinder your day-to-day performance if you take steps to boost your confidence.

## Get growing and use these tips to build your self-confidence

**Separate fears from facts:** On a piece of paper, list the doubts you have about your leadership abilities. Then, next to those fears, write the truth without letting your doubts creep in. Friends, colleagues, and family members are excellent sources of facts about yourself if you get stuck.

**Reframe self-doubt:** Another trick to shifting your thinking is turning questions into statements, according to growth mindset instructor Diane Flynn. Rather than asking: "Am I good enough? Do I deserve to be here?" Say, "I am good enough. I deserve to be here." If you don't feel you're very good at something you're still learning, If you find yourself saying that you're not very good at something you're still learning, add the word "yet" to the statement.

**Practice public speaking:** Sign up for a public speaking course or workshop to build confidence in your communication skills, which will carry over into your overall leadership confidence. The exercises used in these classes will help you better convey confidence while speaking to your team, even if you don't always feel it.

# 3 Progress over perfection

Leaders, especially new leaders, may feel pressure to achieve perfection to prove themselves. But this fixed mindset may block your team from reaching project finish lines and slow your company's path to success. To lead, you must understand that growth sometimes comes with failure.

## Get growing and embrace the learning moments



**Look on the bright side:** When that f-word creeps into your mind, reframe the “failure” as a reward for stepping up to something new. As long as you've learned from it, you haven't failed.



**Take a bow:** Celebrate the moments of failure by borrowing from the improv world, where actors take a “failure bow” when something doesn't work. Encourage your team to join you in this bow when a project hasn't gone exactly as planned.



**Test and iterate:** Remember that there are always opportunities to iterate. You'll never understand how your customers will use a product or engage with a campaign if you don't ship it!

Thomas Edison famously said, **“I haven't failed. I've just found 10,000 ways that won't work.”**

# 4 Get sh\*t done

Leaders have no time to get stumped by problems — they have to find ways to help their teams get it done. To unlock barriers your team faces, you need to get comfortable deciding on processes, tools, and resources.

## Get growing and get sh\*t done with these tips

**Unlock team barriers:** Work with your team to understand their day-to-day tasks and how they relate to broader goals. Can you increase productivity by making a few tweaks to current processes (or removing them completely)?

**Don't be afraid to plot a new course:** Recognize that what got you to Point A won't get you to Point B. A “get it done” mentality means picking up new tools and frameworks as needed. Taking the time to reconsider tools may uncover future opportunities for your team.

**Focus on systems, not tasks:** Instead of finding one-off or short-term solutions, take care to solve problems in a sustainable and scalable way. This may sound counterintuitive to getting sh\*t done, but it will allow for exponential growth in the long run.

# 5 Trust in the team

Eventually, in your leadership career, you'll likely manage people who are more knowledgeable in their specific field than you are. This situation requires a mental shift — you must learn to trust your teams and make yourself a facilitator rather than a bottleneck. Successful leaders give their teams the space to experiment and work independently.

## Get growing and build trust in your team



**Delegate, delegate, delegate:** This is an essential skill that will help your employees grow in their careers and allow you to accomplish everything that came to mind when reading the “Get sh\*t done” section. Learn from peers or industry leaders about their [tips for effective delegation](#).



**Use their preferred communication styles:** To help your employees feel supported but not micromanaged, ask about their preferred communication styles. Do daily status updates help them feel on track or like they're being watched? Are weekly updates enough for you both to feel like projects are moving along?



**Celebrate their wins:** Empower and motivate your team by stepping back from the limelight and celebrating them. Show humility by acknowledging their hard work — whether in a team meeting, via personal email, or in front of the entire company.

# 6 Self-awareness

Self-awareness is an essential management mindset and requires having a clear understanding of your strengths and weaknesses. A high-performing leader makes space for the uncomfortable, even when that's through honest self or peer assessments.

## Get growing and develop your self-awareness

**Create a feedback loop:** Ask for feedback from your manager, peers, or direct reports about your performance in specific situations. Make time to reflect on that feedback and plan for how you can improve in those situations in the future.

**Don't just hear, listen:** Embrace active listening in meetings by making eye contact with the speaker, if possible, and not interrupting. Successful leaders listen, knowing that it's vital for employee engagement to feel seen and heard, not talked over.

**Pause and reflect often:** Develop a mindfulness practice. Whether it's a guided meditation, breathing exercises, or journaling, building mindfulness into your day will help you bring your best self to work.

# Strong leaders build long-lasting teams

Leaders are role models for employees' behavior and performance. The leadership behaviors commonly called "soft skills" described in this worksheet are critical for building a thriving company culture and positive employee experience. Those who develop these traits create a psychologically safe workplace where the workforce's turnover intent is low.

There's no one-size-fits-all leadership development program that can address your company's unique challenges and opportunities. Unlock leaders' full potential with a training program customized to their needs. **Get in touch with our leadership development experts today** to start building a leadership training strategy tailored to your company.

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