Transitioning to Practice
in Leadership & Management
Reflections & Recommendations

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Pronouns: She/Her/Hers

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Today's Presentation

1. **My Journey**

2. **Reflecting on My Journey: Key Learnings**

3. **The Power of Relationships**
   - Some Notes on Trust, Connection and the Art of Listening
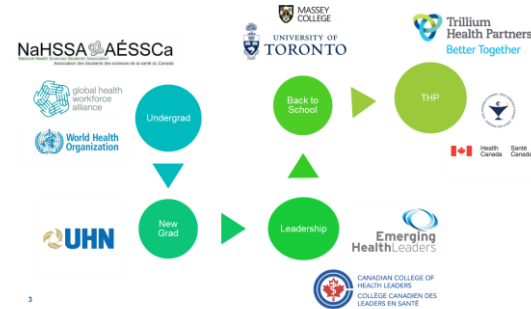
4. **Concluding Remarks & Recommendations**

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My Journey

3

Reflecting on my Journey

What has my journey taught me about preparing for leadership & management?

What I've Learned During My Transition to Leadership

1. Know who you are and what's important to you.
2. Know the environment and how it relates to you and your interests.
3. Have a plan,* but allow for flexibility.
4. Seek the people, not the role.
5. Pay attention to red flags, with a focus on fit.
6. You cannot lead others if you do not lead yourself.
7. Never underestimate the power of relationships.

The Power of Relationships

Some notes on:

- Trust
- Connection
- Listening

A team is not a group of people that work together. A **team** is a group of people that **trust each other.**

— *Simon Sinek*

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Trust

- Trust plays a central role in organizations

- Linked to employee satisfaction, effort and performance, citizenship behavior, collaboration and teamwork, leadership effectiveness, human resource management (HRM) perceptions, and negotiation success

- Defined as a psychological state (individual, team or organizational level) comprising willingness to accept vulnerability based on positive expectations of a specific other or others

- Includes 3 dimensions:
  - Ability: domain-specific competence of a trustor
  - Benevolence: trustee would "do good to the trustor"
  - Integrity: trustee adhering to a set of principles that the trustor finds acceptable (e.g., reliability, fairness, justice, and consistency)

At What Level (and in Whom) We Trust: Trust Across Multiple Organizational Levels

C. Ashley Fulmer
Michele J. Gelfand
University of Maryland

Despite the importance of trust across multiple levels in organizations, extant reviews have focused predominantly on trust at the individual level. A systematic review of trust research across levels and trust referents is sorely needed to synthesize the growing number of both micro and macro studies on this topic. Moreover, as trust is a linchpin for divergent areas, such as negotiation, leadership, team processes, human resource management, organizational change, entrepreneurship, and strategic alliances, a multilevel–multireferent review of trust can facilitate integration in the field of organizational sciences. In this review, the authors adopt a levels-of-analysis approach to organize the research on trust between 2000 and 2011 in multiple referents that include interpersonal, team, and organization at the individual, team, and organizational levels and analyze the similarities and differences in antecedents, consequences, and theoretical perspectives dominant at each level. Building on this foundation, the authors identify current strengths, weaknesses, and research gaps; offer recommendations for integration across levels and referents; and discuss lingering questions that research so far has overlooked. In doing so, the review offers a systematic and comprehensive view of the current state of the trust literature in organizational sciences and provides a blueprint for future research.

(Fulmer & Gelfand, 2012)

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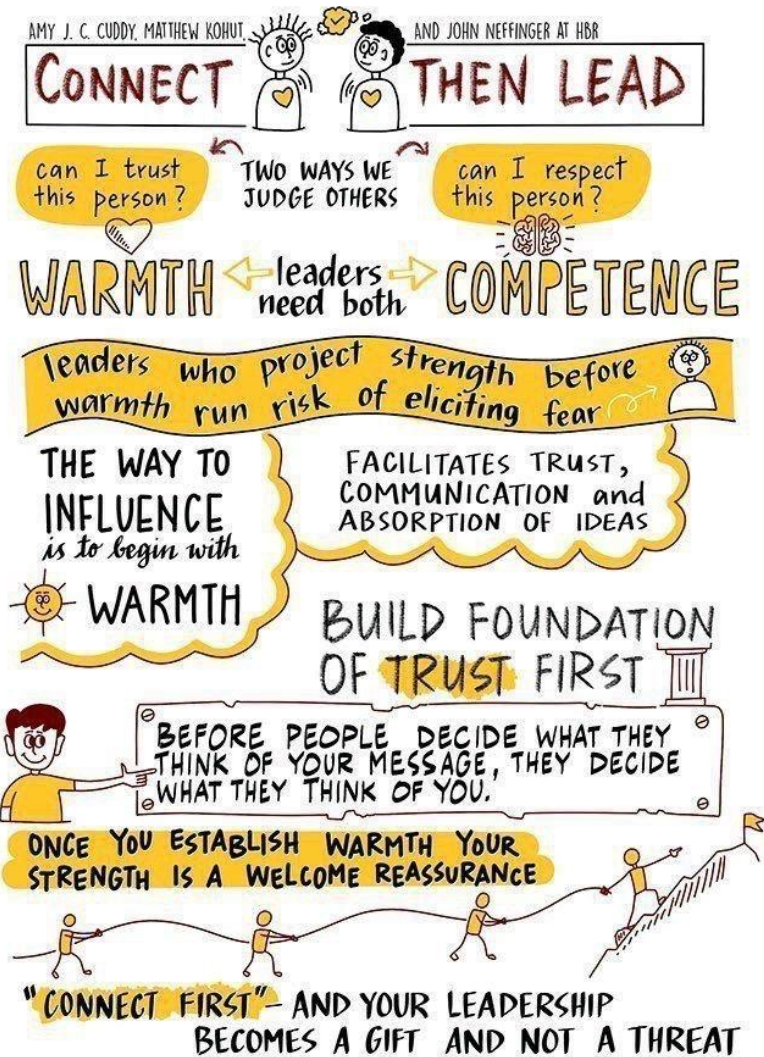# Connection

Interpersonal Skills | Connect, Then Lead

Connect, Then Lead

by Amy J.C. Cuddy, Matthew Kohut, and John Neffinger

From the Magazine (July–August 2013)

(Cuddy, Kohut & Neffinger, 2013)

Source: https://twitter.com/tnvora/status/1057523653800288256

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Listening

Employers do not fully understand why employees are leaving.

Factors that are important to employees versus what employers think is important

▶ **Employers seem to overlook the relational elements** that are key drivers for why employees are leaving, such as lack of belonging or feeling valued at work.

More important to employees than employers appreciate

As important to employees as employers think
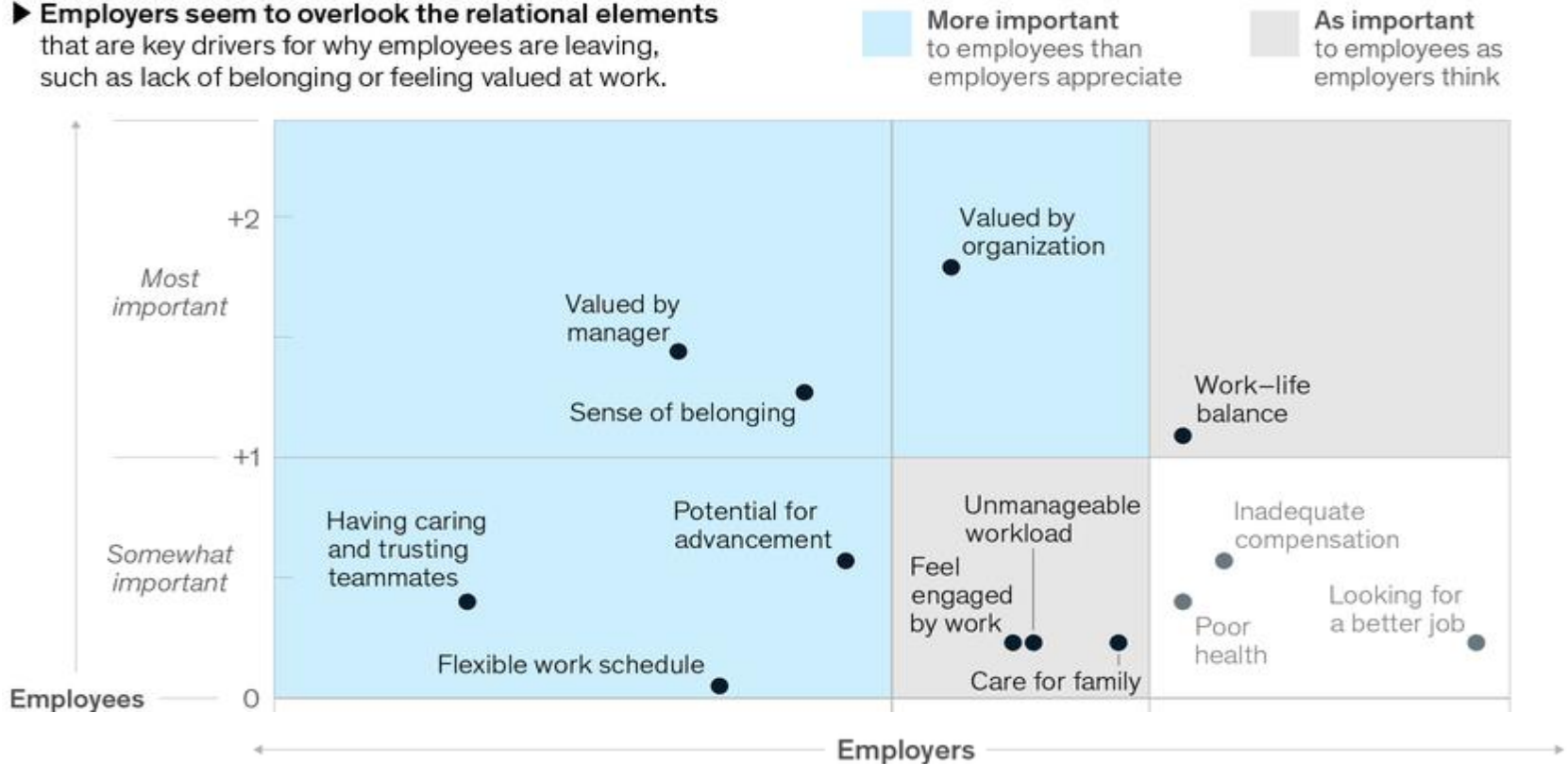
(Exhibit 5 from De Smet, Dowling, Mugayar-Baldocchi & Schaninger, 2021)

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Concluding Remarks

Preparing Graduate Students for Leadership & Management

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Concluding Remarks & Recommendations

- **Graduate school taught me the 'what'; my leadership experiences taught me the 'how'.**

  Continue to foster implicit and tacit knowledge development through innovative virtual/in-person collaborative spaces and teaching methods (e.g., Trillium Health Partner's MN Community of Practice).

- **Students are seeking added guidance and support on how to navigate relational aspects of leadership** – In recent lectures on nursing policy & leadership, students were most interested in learning how to navigate socio-political environments, build coalitions and partnerships.

  Consider integrating relationship-focused leadership strategies into curriculum.

- **The pandemic has emphasized the need for leaders to master self-care.**

  Identify self-care as a core competency for managers and leaders and seek opportunities to build self and team wellness strategies into leadership curriculum.

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