

# LEADERSHIP CHALLENGES

- Managing personalities and conflicts - come in lots of ways - sworn, civilian, ongoing roles, long memories - people take up more than 50% of our time.
- Lack of clarity in the big picture for the organization, yet expected to 'sell' to teams - sometimes that makes it hard to motivate self and others.
- Psychological Safety - respect, integrity.
- Sometimes directions get shifted or 'upended' - hard to offer feedback or share concerns.
- Understanding why is key at this level as we support the larger teams; need to educate self, also want to be seen and heard with feedback, input etc.
- Prioritization - knowing where to focus - can undermine our leadership with the team.
- Building followership is hard if not informed. New generation is asking 'why' more frequently.
- Would be helpful to involve SLT In development of Strat Plan - not just implementation. It would allow greater leverage as this is the road map (high level) and could translate to the team.
- Work complexity and volume.
- Time - want to have time to develop others.
- Curse of competency - need to manage expectations - in business can default to leveraging the same leaders.
- Moving from peer to supervisor - hard to do and have difficult conversations.

