

PATHBUILDERS[®]
MANAGE

FALL 2025

**CHOOSING TO
LEAD**

**MARCH 2026
SESSION SIX**



CHOOSING TO LEAD

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LEADERSHIP IS A PERSONAL CHOICE

Clearly understanding and acknowledging what is required of a leader, and wanting to do it anyway...

“The soft stuff is always harder than the hard stuff...”

Roger Enrico, Vice Chairman of PepsiCo, Fortune, 11/27/95

“The only real training for leadership is leadership.”

Anthony Jay, author of Management & Machiavelli

LEADERSHIP ISN'T EASY



Hardest job there is

- Accountable for results
- Managing motivations, interests, talents
- Unpredictable and variable beings



Pros & Cons to decisions

- Obligated to object, and share concerns
- Have to “tow the line” on final decisions
- Key to be united



Head toward the uncomfortable

- Identify conflict, proactively manage
- Fully embrace difficult conversations
- Negotiate as needed

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LEADERSHIP ISN'T FOR EVERYONE

Leaders walk a tightrope
Responsible for outcomes without direct control

Leadership is a choice

Not a right, a reward, or something owed to those who work hard

Leaders can be unpopular
Making difficult decisions

GROWING AS A LEADER

BE AUTHENTIC

Know your motivations
Align words and actions
Create an environment

BE PURPOSEFUL

Commit to develop and grow
Be a student of leadership
Choose how you will lead



BE THOUGHTFUL

Motivate others
Support their growth
Consider how you impact the team

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UNDERSTAND THE ROLE

- We're all "functional managers"
 - Managing our own workloads
 - Leading teams and peers
 - Continuing to learn and grow
- Staying motivated during change and growth
 - Competing demands
 - Knowing what motivates us
 - Recognizing our limits

MOTIVATE YOURSELF

- You want to be successful in all areas of your life
- We all have the same 24 hours each day
- What motivates you?
 - What gives you energy?
 - What makes time fly?
 - What drives you to achieve?
 - What makes you happy?



NOTES

MY MOTIVATIONS

What gives me energy? What makes time fly? What makes me happy?		
Personal Motivators	Running - Racing Festivals Great food and wine College basketball Travel	Fun
		Family
		Hobbies
		Health
		Other
		Other
Professional Motivators	Playing to my strengths - communicating Learning new skills - getting new responsibilities Leading the team Private recognition	Goals
		Strengths
		Pay/Position
		Learning
		Recognition
		Other

MY MOTIVATIONS

What gives me energy? What makes time fly? What makes me happy?		
Personal Motivators		Fun
		Family
		Hobbies
		Health
		Other
		Other
Professional Motivators		Goals
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		Recognition
		Other

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THE ENVIRONMENT A LEADER CREATES

- You're measured by the consistency of words and actions
 - Care for people—*how you react to a teammate in need*
 - Fair judge of performance—*how you distribute roles, coach, evaluate*
 - Advocate for the team—*your willingness to debate with peers*
- And, the team is watching
 - How you spend your time—*what matters to you*
 - How you react in critical incidents—*how you might treat them*
 - What stories you tell—*what you're influenced by*
 - The questions you ask—*how you make decisions*

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MOTIVATING TO DRIVE RESULTS

- Productivity is key
- Talent is the critical resource and competitive advantage
- Great leaders create environments
 - Own and communicate requirements
 - Balance support and accountability
- Great leaders motivate others!
 - Inspiring individuals to act toward a goal
 - Giving purpose and direction to behaviors

WHAT MATTERS MOST TO YOUR TEAM?

- Understanding motivation begins with understanding what matters to people
- Every individual is unique; many different things matter to each person
 - Personally—family, hobbies, health/fitness, faith, etc.
 - Professionally—responsibility, promotion, title, pay, expertise, independence, travel, experience, etc.
- How well do you know what matters to your team members individually?

NOTES

WHAT MOTIVATES YOUR TEAMMATES?



	EMPLOYEE NAME: Madison	EMPLOYEE NAME:	EMPLOYEE NAME:	EMPLOYEE NAME:	EMPLOYEE NAME:
What Matters Personally	<ul style="list-style-type: none"> ▪ Two kids ▪ Running ▪ Volunteers – youth ▪ NC State sports ▪ Top Chef 				
What Matters Professionally	<ul style="list-style-type: none"> ▪ Learning ▪ Additional responsibility ▪ Team leadership ▪ Private recognition 				

WHAT MOTIVATES YOUR TEAMMATES?



	EMPLOYEE NAME:	EMPLOYEE NAME:	EMPLOYEE NAME:	EMPLOYEE NAME:	EMPLOYEE NAME:
What Matters Personally					
What Matters Professionally					

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WHAT DO I DO WITH THIS INFORMATION?

- Odds are, you know some team members better than others...
How can you “fill in the blanks”?
 - Create opportunities for 1-1 time, focus on getting to know each other
 - Ask people what matters to them, how they feel about something, what their weekend plans are, etc., and listen
- Demonstrate that you know what matters to people – remember and acknowledge relevant events, happenings, resources
- Uniquely reward and recognize people in ways that matter to them

THREE KEY MOTIVATORS



FEEDBACK

Meaningful dialogue on strengths & gaps
Honest assessment of barriers
Clear examples to illustrate behaviors
Being kind, not nice



DELEGATION

Assigning work that drives development
Coaching through the process
Sharing credit, taking blame
Being intentional



CAREER SUPPORT

Understanding their goals
Building a development plan
Advocating for opportunities
Being a sponsor

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YOUR EMOTIONAL “WAKE”



- With each interaction, each conversation we create an impact – positive or negative, small or large
- Our mood, behavior, language, tone, approach inspires or deflates others whether we know it or not
 - *Emotional wake is what you remember, what you feel after I’m gone, the aftermath or aftertaste.” ~Susan Scott*

YOUR EMOTIONAL “WAKE”



As a leader, your emotional wake has a domino effect
Your wake initiates a reaction that causes further reactions
What does your “wake” look like?
How do others feel after interacting with you?

EXAMPLES OF WAKE

- **You complain about a decision from above...**
 - The team questions whether they should move forward
- **You blame a peer for something...**
 - Those who hear you wonder if you speak of them in the same way

- **You admit that you don’t know the answer...**
 - They know that it is okay to ask for help
- **You give a peer the benefit of the doubt...**
 - They believe that they will be judged fairly
- **You thank the team for their hard work...**
 - They feel appreciated and willing to take on more

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COMMIT TO DEVELOP AS A LEADER

- Build skills – training and daily actions
 - What do you need to be better at? Seek team feedback!
- Resist the urge to take yourself too seriously – laugh at yourself and admit your mistakes and reconcile
- Read and explore – books, current events, the business
- Reflect and integrate ideas – take time to connect the dots, journal, have conversations with others

BE A STUDENT OF LEADERSHIP

- Situational leadership theory aligning tasks to skill and will ~ *Hersey and Blanchard*
- Leadership Styles: Visionary / Coaching / Affiliative / Democratic / Pace-setting / Commanding ~ *Goleman*
- The Five Practices of Exemplary Leaders ~ *Kouzes and Posner*
- 5 Dysfunctions of a Team, 3 Signs of a Miserable Job, etc
~ *Leadership fables of Patrick Lencioni*

CHOOSING TO LEAD & CHOOSING TO GROW

- Taking responsibility for your own growth
 - What will you do with these workshop learnings?
 - How will you leverage the MANAGE experience to be a better leader?
 - How can you learn from peers?
- Owning your career plan
 - What are the potential paths for your own career?
 - How can you best contribute to the organization?
 - How will you actively prepare for increased responsibility?
- What will you Stop, Start, and Continue after today?

NOTES

MY LEADERSHIP ACTION PLAN

STOP	START	CONTINUE

- *Things I could delegate*
- *Timewasters*
- *Avoiding discomfort*

- *Things for my growth*
- *Ways of connecting*
- *Scheduling differently*

- *Activities with peers*
- *Key meetings/convos*

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THE JOURNEY OF LEADERSHIP



It's not easy.

It's not for everyone.

The leader's role is different.

Great leaders balance
these roles.

Great leaders support
each other.

Great leaders choose to lead
and choose to grow.

KEY TAKEAWAYS

- Leadership is a choice—it's not easy, but it's very rewarding
- Once you raise your hand, you're a part of the management team and support the organization's decisions
- We lead *authentically* when we know what motivates us personally and we are aware of the environment we create
- We lead *thoughtfully* when we know what motivates our team, focus on their growth, and consider how we impact them
- We lead *purposefully* when we own our own growth as a leader and intentionally act in service to our people and the mission

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**REFLECTING ON
THE JOURNEY**

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REFLECTING ON THE JOURNEY

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CELEBRATE THE LEARNINGS

Mentees

- New concepts
- Views on growth as a leader
- Stories of success and failure
- Ideas on career plans
- New business connections
- Advice and suggestions

Mentors

- Understanding of highly motivated employees
- Inspiration of fresh thinking
- Insights into your leadership style
- Different takes on well-known topics

DISCUSSION: SHARING KEY LEARNINGS

With your group, discuss the three most valuable things that you learned from this experience.

Consider:

- Particular story
- Great book or website
- Certain question
- Feedback on your style
- Fresh idea
- Change of perspective
- Your influence skills
- Challenge to do something
- Personal connection

WHAT'S NEXT FOR THE MENTEES

Don't let your Mentor get away without asking, "What's next for my development?"

- Focusing on development areas
- Seeking out new roles and opportunities
- Building relationships

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REFLECTING ON THE JOURNEY

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CLOSING THE LOOP

- Your organization invested in you and your development
- Expectation of a return in that investment
 - Hold a meeting with your manager or sponsor
 - Discuss what you are doing differently and how your organization is impacted
 - Share how you are positioned for moving forward
 - Reassure investment was impactful and timely



REFLECTING ON PERSPECTIVES

What have you taken away from others' perspectives on these topics?
How might your takeaways impact the way you are managing?

REFLECTION JOURNAL	
MANAGE REFLECTION JOURNAL—END OF PROGRAM	
<small>You've explored six different content elements and heard from more than 20 different speakers. One of the goals of MANAGE is to increase your appreciation of others' approaches and perspectives. As you look back across your MANAGE experience consider how your thinking has changed.</small>	
What did you notice about how others approached the topics?	Your Mentoring Group Peers
How might their personas have impacted their experiences or perspectives?	The Roundtable Panelists
Have you gained appreciation for approaches different than your own? If so, in what way?	
Armed with this insight, how might you better engage with others in your organization? On your team?	
How will you use these insights to become a better leader of people? How might you use these insights to better position yourself to be seen in your organization?	

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Think about

- The speakers you heard from
- The Leadership Roundtable panelists who shared their insights
- Your Mentor's stories
- Your Mentee group's discussions
- Your time with other's in this cohort

And answer the questions on page 55 of your Mentee Manual

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REFLECTING ON THE JOURNEY

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YOUR JOURNEY: CHECKPOINT

Congratulations on your completion of the MANAGE program! There is no doubt you have grown both professionally and personally over the past six months. The end of the program is a great time to:
Reflect on your growth | Consider how you can contribute to your organization in new ways
Plan your future development | Meet with your manager to demonstrate why this was a great investment

CELEBRATING SUCCESS

With your mentoring group, discuss the **three most valuable things that you are taking away** from this experience – an insight, a story, a burning question, a great resource, a particular piece of feedback, a challenge, or even a personal connection. How are you different from six months ago?

- 1.
- 2.
- 3.

WHAT'S NEXT FOR THE MENTEE

Your professional development should continue long after the program ends. Take time with your group to discuss what additional opportunities they see for you to grow. Consider the following:

FOCUS AREAS (highlighting a new developmental area or continuing to focus on an area from MANAGE)	
ROLES / OPPORTUNITIES (a specific role from your career map, a project team or task force, etc.)	
RELATIONSHIP BUILDING (connections to make, relationships to nurture, associations to join)	

