

**Stop Holding Yourself Back
with Subconscious Mistakes that Sabotage Your Career**

15 Devastating Leadership Derailers



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Leading Higher

LEADERSHIP DERAILERS

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LEADERSHIP DERAILERS

Introduction

As a leadership researcher, consultant, and coach, my success is dependent on your success. In other words, I'm doing my job when you get promoted after working with me. In fact, the majority of my clients pursue leadership coaching specifically because they don't want to get passed over for yet another promotion.

I have worked with hundreds of clients in the public, private, and nonprofit sectors. As a result of this experience, I've had the opportunity to gain insight into why some people move up quickly and easily in their careers, while others stagnate, never fully reaching their potential.

This resource guide shares some of the most common mistakes I see potential leaders making at work – mistakes which undermine their performance and prevent them from leading at the highest level.

You may be one of those people who is completely satisfied with the level of professional success you have achieved. If so, this guide is not for you (but congratulations!). On the other hand, if you're one of the many aspiring leaders that would like to step up your game, this guide was written with you in mind.



For most people, navigating leadership is much like walking a tightrope.

You would *like* to be perceived as:

assertive.....without being aggressive
flexible.....without being apathetic
charismatic.....without being manipulative
passionate.....without being intimidating
empathetic.....without being a pushover
decisive.....without being hasty
trusting.....without being naïve
optimistic.....without being unrealistic
self-confident.....without being arrogant
courageous.....without being reckless
independent.....without being detached



Obviously, negotiating between these fine lines is no easy task, even for the most seasoned veterans of the workforce.

These characteristics are not only critical for success, but they are the development areas I most frequently address in leadership coaching engagements.

Raising Self-Awareness

Throughout my 20 years of professional experience, dozens of clients have described how they were overlooked for a promotion and didn't understand why. But their feedback reports suggest that how they *act* and *react* to situations is sabotaging their own career. I have observed some clients in meetings where their ideas were ignored because they undermined their own credibility.

Why would such smart, capable people act in ways detrimental to their own career?

After working with hundreds of professional men and women, I have found that the most common answer to that question is a **lack of self-awareness**. It's not that these people *consciously* act in self-defeating patterns of behavior; they simply aren't aware of how their actions are being perceived by others.

Raising awareness is the first step toward successful behavior change and to avoid having your career stagnate, plateau, or even derail from its path.

This guide contains 15 of the most common mistakes that professionals make at work. Keep in mind, most people don't make all 15 mistakes – but many do make more than one.

I've found that the more mistakes you make, the less likely you are to achieve your full career potential. I strongly suggest you enlist the help of a trusted colleague or friend to help you identify which self-defeating behaviors you engage in the most.



I want to assure you at the outset that these mistakes that are hindering you from reaching your career goals don't happen because you're stupid or incompetent (although others might want to make you think so). You are simply not consciously aware of all the consequences of your behavior. That's why they call it a "*blind spot*." A blind spot is something that is obvious to everyone else, but it's not obvious to you. And *everyone* has some blind spots; so you are not alone.

Don't get discouraged, it's always possible to change your behavior once you start to become more aware. When you begin to address your mistakes and act differently, your career path can take some amazing turns you never thought possible before.



Now it's time to assess where you need some work. The list on the following pages is designed to help you identify the specific behaviors that may get in the way of your career advancement.

You may find there are some areas you've already worked to address that are no longer obstacles for you. You'll also find a few areas that still require some attention and fine-tuning.

Making small changes in these areas can have a big impact. As you begin to act more consciously and purposefully, your respect and credibility will begin to grow.

Read the report carefully and decide which derailers might apply to you. Mark those items with a plus sign (+). Put a minus sign (-) by those items that you don't believe apply to you. Next, invite peers, direct reports, and even family members or friends to give you some feedback. Discuss your insights with them and ask for their reactions.

15 Devastating Leadership Derailers

1. **Needing to be the “expert” on everything:** The need to be right at all costs and in all situations is a common behavioral problem for smart and successful people. It stems from being overly competitive. You feel the need to communicate that you are the fount of all wisdom, smarter than everybody else, have all the answers, and the one with all the experience. You assume everyone wants and cares about your opinion.

Even when the issue isn't important, you still have a strong urge to win the “debate.” This becomes really obnoxious when you use it in situations that are simply not worth your time and energy.

This problem can show up as ignoring other’s input or responding in a condescending manner to the suggestions of others. Examples might include nodding impatiently or drumming your fingers while others are speaking. The problem is that you are not merely boasting about how much you know; you’re insulting the other person. You appear argumentative and arrogant to others.

It's extremely difficult for smart people to listen to other people tell them something that they already know without communicating that they have a better way. Rather than say, “*That’s a great idea,*” they say, “*Good start, but it would be better if you did it this way.*” You may have improved the idea by 5% but you have reduced their commitment to it by 50% because you've taken away their ownership of the idea.

At some point in your leadership trajectory, you must choose between image and impact; between looking powerful and empowering others. You have to be open to new ideas and to other people’s wisdom. Sometimes you have to let your team make some mistakes, and be ok with it. If you want your people to care what you think, first make it clear that you care what *they* think.

2. **Responding with “No,” “But,” or “However”:** When you start your sentence this way (or any similar variation), you are essentially saying, “*I’m right. You’re wrong.*” No matter how friendly you try to make it sound, it closes down the discussion immediately. You appear inflexible, the other person becomes defensive, and nothing productive happens after that. You create unsaid, but not unspoken, resistance by being “the boss,” and disregarding other people’s experience and intelligence.

This is really an attempt to gain power over another person or control of the situation. Rather than add on to others’ ideas, the message is, “prepare to be contradicted.” Learn to respond “*Yes, I agree and...*” or simply say nothing.

This problem can make you appear resistant to change or protective of the status quo. You crowd others out, robbing discussions of rich dialogue. Don’t get caught in the “*that’s the way things are done around here*” trap. You might be a poor judge or what will or won’t work. Learn when to back off and let ideas run their course. Allow for open-ended discussion, brainstorming, and innovation.

3. **Being negative (e.g., an Eeyore):** Some people seem completely incapable of saying anything positive or complimentary. Negativity is their default response. Even if they were brought a cure for cancer, they would say *“Let me explain why that won't work,”* or *“The only problem with that is...”*

You may critique new ideas too early and too often. This tendency will make others defensive and lead to difficulty in gaining their consensus or approval. It is also a barrier to progress because it drives out hope and enthusiasm. Others perceive you as difficult and uncooperative.

While you are still asserting your expertise or authority, it's not quite the same as Derailer #2 above (overusing No, But, or However), because here you don't bother to hide your negativity under the guise of agreement.

Thinking you are being helpful, you may feel the need to share your negative thoughts with others even when you weren't asked. It's simply a way of inserting yourself into a conversation as senior critic. People don't like or respect critics, therefore they won't follow leaders who engage in this behavior. Avoid putting a negative spin on what others say and see how much better people relate to you.

4. **Blaming everyone but yourself:** If you can't shoulder any of the blame for mistakes, you won't have any followers. Others begin to question your integrity, dependability, and loyalty (and start to run in the other direction). Passing the blame onto scapegoats and deflecting responsibility off yourself is something that everyone will notice and not soon forget. It's a betrayal of trust. Great leaders don't point fingers at others. They are accountable for results and accept full responsibility for the outcomes.

This is related to Derailer #1 (needing to be the expert on everything), because if you think you can do no wrong you will have a hard time admitting when you are wrong. As a result, you may stay committed to poor decisions, bad strategies, or the wrong people until it's too late.

No one expects you to be right all the time, but when you are wrong, others expect you to own up to it. Being wrong is an opportunity to show what kind of person and leader you are. How well you own up to your mistakes makes a bigger impression than how you revel in your success. The best leaders use “I” when accepting responsibility for mistakes. Likewise, they are quick to use “we” when referring to success.

5. **Refusing to apologize:** Expressing regret, or apologizing, can be refreshing. So why don't we do it more often? Perhaps you think apologizing means you have lost a battle. Or you find it painful to admit you were wrong and humiliating to seek forgiveness. Maybe you feel that apologizing forces you to cede some power or control. These all demonstrate a lack of personal ethics and values.

An important part of leadership is the ability to take responsibility for your actions, admit when you are wrong, and recognize how your actions affect others. Summon the emotional intelligence to say you're sorry when you've hurt someone. Be sure to apologize face-to-face.

The best thing about apologizing is that it forces everyone to let go of the past. In effect, you are saying, *"I can't change what happened. All I can say is I'm sorry for what I did. I'm sorry it hurt you. There's no excuse for it and I will try to do better in the future. Perhaps you can give me some ideas about how to improve."* An admission of guilt, an apology, and a plea for help will be irresistible to your coworkers.

6. **Not listening:** This is one of the most passive-aggressive forms of disrespect toward your colleagues. It is also one of their most common complaints. How difficult is it to pay attention to someone for a few brief moments? All of us should be able to do this with ease.

When you fail to listen, you're sending out a multitude of negative messages such as, *"I don't care about you, I don't understand you, You're stupid, and You're wasting my time."*

It's most obvious when you don't even bother to look up from your laptop or cell phone to engage in eye contact with the other person. This demonstrates extreme impatience. You expect them to hurry up and get to the point. You might as well be shouting *"Next!"* at them. It's not only rude and annoying but it is sure to inspire your best employees to leave.

Great leaders are inquisitive, curious, and ask good questions. Learn to pause and get comfortable with silence as people take time to respond to your questions. Don't feel the need to do all the talking. It's amazing what people will reveal to you and how they'll come up with creative solutions if you just give them a chance to talk.

7. **Being a bully:** Some people use sarcastic remarks in order to sound witty (at someone else's expense). These destructive comments serve no purpose other than to put people down or assert your superiority. They add no value; only pain. Demeaning, ridiculing, or mocking your colleagues demonstrates extreme insensitivity and bullying behavior.

These destructive comments can range from a thoughtless jab in a meeting (“*That sounds like a stupid idea*”), a gratuitous comment about how someone looks (“*Nice shirt*” with an eye roll to someone else), or an unflattering critique of someone's past performance (“*Remember how you screwed this up the last time?*”). It can also include threatening to terminate an employee, even if the statement is made in a joking manner. Some toxic leaders have even created a “wall of shame” board to post employee blunders as a display of humor.

Destructive comments can be an easy habit to fall into, especially among people who rely on “candor” as a management tool. The trouble is, candor can easily become a weapon. Once a destructive comment leaves your lips, the damage is done and it's very hard to undo. If you abuse your leadership, don't treat people well, or confuse manipulation with leadership, you may win a few battles but you won't win the war.

8. **Throwing tantrums:** Some people use emotional volatility as a management tool, believing it will motivate apathetic employees. It does send a signal that you feel strongly (e.g., passionately) about an issue, but at what price?

When you get angry, you are usually out of control. You yell, throw a tantrum, and pound your fist on the desk to emphasize your point. You raise your voice when your idea isn't immediately accepted. In response, people shut down instead of perking up. Their opinions are repressed because of your own strong feelings. They feel manipulated instead of motivated. And you get a reputation for being a “hothead” that is hard to live down.

Being moody, impulsive, or volatile will impede your effectiveness and erode your relationships. In high-pressure situations, your colleagues will perceive you as unpredictable and overly emotional. With this lack of composure, your colleagues may hesitate to approach you with problems because they don't know how you will react.

Anger is rarely someone else's fault. It is a flaw that is solely your own. It's not easy to stop *feeling* anger but it is easy to stop *acting* on it. Learn to hold your tongue. If you keep your mouth shut no one will know how you really feel.

9. **Failing to recognize and reward good performance:** Your inability to praise deprives people of the emotional payoff that comes with success. Some common excuses include, *“I got too busy,” “I just expected everyone to do their job,” “I never realized how important it was,”* or *“I was never recognized for my work so why should they be?”* As a result, followers feel forgotten, ignored, and pushed to the side.

This is a common problem for many high achievers; they become successful because of their intense focus on themselves. But there's an important difference between an achiever and a leader. Successful people become great leaders when they shift the focus off themselves onto others, especially when others deserve recognition for something they have done well.

It's easy for a leader to assume that people are only working for a paycheck. The truth is that in every study ever done on morale and why people do what they do, why they work, why they stay, and how to retain the best employees, compensation is always 4th or 5th on the list! Yes, people want to get paid, but they want to be acknowledged too. They want to be recognized. They want praise for a job well done. And this is one of the easiest things for a leader to do. It doesn't cost anything! Become lavish with your praise and affirming of others.

10. **Taking credit you don't deserve:** Claiming credit for something you don't deserve is adding insult to the injury of Derailer #9 above (failing to recognize and reward others). You are not only depriving people of the credit they deserve, but you're hogging it for yourself. It's two crimes in one.

When you overestimate your contribution to a success, you're stealing someone else's idea, performance, self-esteem, and essentially life. When you take the credit for a success that someone else came up with, it creates a bitterness that is hard to forget. The best way to stop being a credit hog is to do the opposite – share the wealth.

Self-promotion and attention-seeking behavior are common derailers for those who don't view leadership as having a higher purpose. If you value self-interest above service, you simply don't understand the concept of leadership. Leadership is first and foremost a stewardship. We never hold it for ourselves; we hold it on behalf of someone else. And if you abuse it, you'll eventually lose it.

If you're in a position of leadership, it's to serve. Leadership is about caring about something beyond yourself, and leading others to a better place – even if it means you take a back seat sometimes. Recognition often comes with leadership, but it's not what drives real leaders.

11. **Failing to say “Thanks”:** This is simply the most basic form of bad manners. Saying “thank you” helps you to avoid so many problems. Like apologizing, thanking others is a magical super-gesture of interpersonal relations.

Many people have a tough time with this. When you're receiving a helpful suggestion or a nice compliment, be sure to say “thank you.” There is a chilling effect of not saying it. You create a problem where none should exist. If you don't know what to say, your default response to any comment should always be, “*Thank you.*”

When somebody makes a suggestion or gives you an idea, don't dispute it, question it, or fine-tune it. Just say, “*Thank you.*” Responding with a simple “thank you” means letting go of your need to weigh in, to be right, to add value, and to come out on top. Hearing people out does not make you dumber, so just thank them for trying to help. Almost any other response to a suggestion other than “*Thank you, I never considered that*” has the potential to stir up trouble.

For some reason, many leaders are cheap with their gratitude. Gratitude is not a limited resource. It is as abundant as air. Pick something to be grateful for. Tell someone, “*Thank you.*” Do it now.

12. **Withholding information:** A refusal to share information is an attempt to maintain an advantage over others. Intentionally holding back information is an excuse to leave someone else out of the information flow. You may believe that revealing the information will somehow place you at a disadvantage.

This may show up as simply being unresponsive; not answering voicemails or not responding to email messages. You leave people wondering what to do, lacking direction, and not getting the approval they need to move forward. It can also include not sharing the rationale behind decisions that are being made.

Leaders who withhold information may think they're gaining an edge and maintaining power, but they're actually breeding mistrust. In order to have power, you need to inspire loyalty rather than fear and suspicion. Withholding information is the opposite of adding value; it's deleting value.

Sharing information demonstrates that what others think matters to you. Making the subtle shift from withholding to sharing information is an important step for you to take to improve as a leader.

13. **Playing favorites:** This one is difficult to see in yourself while you see it so clearly in others. Examples may include greeting only certain employees while ignoring others, inviting specific employees to social events while excluding others, or allowing only a select few to participate in an important meeting. It may show up as acknowledging some contributions to a project while downplaying others.

Leaders can also send subtle signals that encourage subordinates to withhold their criticism and exaggerate their praise, and then reward those who heap on the most admiration. You end up encouraging behavior that serves you, but not necessarily the best interests of the company. If everyone is fawning over the boss, who is getting work done? Worse, it tilts the field against the honest, principled employees who won't play along. This means you're not only playing favorites, but also favoring the wrong people!

Leaders can stop encouraging this behavior by first admitting that we all have a tendency to favor those who favor us, even if we don't mean to. You should rank all of your direct reports in three categories: First, how much do they like me? Second, what is their contribution to the company? Third, how much attention do I give them? Your attention may be more related to how much they like you than to how well they perform. That's the definition of playing favorites.

14. **Lacking “executive presence:”** Whether it’s a small team meeting or a big presentation, a lack of professional presence in your communication style will hinder your success. The best ideas fall on deaf ears if they’re not communicated in ways that instill confidence and credibility.

How you sound, your choice of words, tone of voice, pace of speech, and how you organize your thoughts are all factors that contribute to whether you are viewed as knowledgeable and competent. In fact, it’s been said that how you look and how you sound make up 93% of the perception of your credibility. Only 7% is based on *what* you say.

If you don’t look and play the part of a competent professional, you won’t move forward in your career, no matter how smart or educated you are. Fortunately, this is also one of the easiest things you can address on your path to making a positive impression.

15. **Failing to build relationships:** If you're not spending a significant amount of your time building and maintaining relationships with your colleagues, you're doing something wrong. You don't have to do it on the golf course or over drinks after work, but you do have to do it if you want to ensure your long-term success.

By simply keeping your nose to the grindstone, you'll be passed over for prime assignments in favor of people who have demonstrated their ability to build collegial relationships. What you may perceive as "wasting time" (e.g., talking about a football game, last night's reality TV show, or the latest Apple gadget) is actually an opportunity to bond with people that may later work for you and with you. When growth opportunities arise, people choose those they are familiar and comfortable with.

When we're talking about getting promoted to the highest levels of the organization, it's no longer about how smart you are (everyone is smart enough), or how hard you work (everyone works hard enough). Promotion decisions that get made behind closed doors consider how *likeable* you are and how well you relate to others. Careers are made or broken in the workplace based on relationships. And once the time arrives when you need a relationship, it's too late to build it. You've got to be building relationships *all* the time with *all* kinds of people.

Overconfidence.
Stubbornness.
Isolation.
Inconsistency.
Immunity.

These are just some of the destructive derailers that keep you from being the best leader you can be.

You may be doing some of these things without even realizing it. Taking a few minutes today to think through these examples can help you immensely. Remember, awareness is the first step towards change! You will begin to inspire, rather than frustrate, those you lead.

The more intentional you become about identifying these mistakes and avoiding them, the better leader you will be. Just be committed to improving. You can always improve. There's always something new you can learn. Becoming a great leader is always a **work in progress**.



Receiving Feedback

In the course of reading through the list of derailers, you may recognize yourself. “*That’s me,*” you’ll say. “*I do that all the time.*” So the chance that you’ll get a little nudge of self-recognition here are pretty high. The chance that you’ll admit ***it’s a problem*** are less high. And the chance that you’ll take corrective action to mend your ways are even slimmer. You’re not ready to change just yet.

To truly believe your self-diagnosis is more than a minor foible, you will need to see how your behavior is perceived by others.

There’s a “word on the street” about all of us. It’s what people say behind our backs when we leave the room. You have to know what that is or you can’t effectively change your behavior. Receiving 360° feedback is a great opportunity to find out what your colleagues, employees, customers, and clients truly think about your leadership skills. Confidential 360° feedback is the best way for successful people to identify what they need to improve in their relationships at work.

I recently had a conversation with a senior Vice President of a major pharmaceutical company who had never received 360° feedback. It had been recommended a few times throughout his career, but he had “refused to have one done.” I wondered why...Was it because he didn’t think he needed it? Or he didn’t care what others thought? Or was he secretly afraid to find out what others thought of his performance? Refusing a 360 isn’t going to change what others think. They’re thinking it anyway...you might as well know!

360° Feedback:

- ❖ is powerful, valid information
- ❖ will help you consider your strengths as well as your weaknesses
- ❖ is based on others’ perceptions – but those perceptions are based in *their reality*, so carefully consider how they developed.

Unfortunately, we often think we are doing better as leaders than others think we are doing. Our self-ratings tend to be inflated compared to ratings by others. And face-to-face feedback is typically more positive, so *anonymous* 360° feedback can point out some surprising shortcomings.

One of the most important things for a leader to do is face reality. This means having the courage to examine yourself and acknowledge your own shortcomings. I highly recommend that leaders who want to grow their effectiveness seek 360° feedback so they can gather different perspectives from supervisors, peers, and direct reports. This kind of feedback is essential to identify strengths and potential blind spots.

Ratings from a wide variety of sources can be helpful in bringing key issues to light. **But it takes a brave person with strong character to be willing to look at themselves from all angles.** If you are reading this report, you are one of those brave people with strong character! You welcome feedback about your leadership in a constant effort to learn and improve.

Invite your friends, as well as your critics, to honestly share their perceptions of what you're good at and where you could improve. Anticipate that some of the feedback will surprise you. Ask for specific examples. Try asking an open-ended question that will give you insight as to how you are being perceived by others, such as *"Tell me what I did in that meeting that helped or hindered me from achieving my goals."*

Receiving 360° feedback can be scary and threatening to even the most seasoned leader. It's not hard to see why people don't want to hear negative feedback. Successful people are incredibly delusional about their own abilities. Over 95% of successful people believe they perform in the top 50% of their group. While this is statistically impossible and irrational, it is psychologically real nonetheless. Receiving negative feedback means being proved wrong.

I have found that some leaders are pleased with the results of their 360° feedback while others are shocked and angry. Some welcome the feedback and positively ask for it, while others perceive it as a threat and start to defend themselves. Coaching from an experienced mentor can help you receive the feedback without dismissing it or becoming defensive. In addition, leadership coaches can provide accountability and encouragement as you work to change your behavior.

Next Steps

I have developed a system to help you avoid these devastating derailers, assess your readiness to move up to the next level, and reach your full potential.

The **Leadershifts**® model is an innovative approach that takes into account that different skills are required at different leadership levels. With greater clarity around expectations at the highest levels of leadership, you can start focusing on developing the right skills at the right level.

The requirements for effective leadership change dramatically as you move up levels from front-line supervisor to manager to director to vice president to senior executive. Most leadership development models do not address these changing requirements. There is little acknowledgement that different levels of leadership exist and that people need to make specific transitions (or *shifts*) as they change levels.

Certainly there are other competency models out there designed to help companies diagnose leadership shortcomings. However, they're limited by their exclusive focus on skills (rather than behaviors) and the failure to differentiate among the shifts that must be made between levels of leadership (leadership is viewed as basically the same thing at all levels of the organization). As a result, even individuals who want to improve their leadership skills have difficulty doing so because they aren't sure what the right targets are.

You can't grow and develop as a leader unless you have an accurate target, and this means acknowledging that the roles and responsibilities of effective leadership have shifted. It often means giving up work methods and behaviors that may have made you successful in the past but aren't appropriate now.

To capitalize on your full potential, you need to understand the shifting skill requirements and what's needed to make the transition from one leadership layer to the next successfully. The **Leadershifts**® model suggests that 4 specific turns, or *shifts*, must be made as you progress up the corporate ladder of success. A corresponding assessment marks where you are on your leadership journey.

The Leadershifts360[®] Assessment

The Leadershifts[®] model provides a diagnostic assessment – the Leadershifts360[®]. It is a measurement system that helps to identify when someone is ready to move to higher leadership levels. By taking the Leadershifts360[®] self-assessment, you can see potential gaps between your current level of performance and your desired level. You can also see where you may have skipped a transition (or *shift*) and how that's hurting your performance.

To further help you develop as a leader, I strongly recommend figuring out what others *really* think about you. Gathering 360° feedback is a great way for everyone positioned around you to comment on your performance and leadership style. The best feedback is *confidential* and *anonymous* feedback, because nobody gets embarrassed or defensive. The only problem: this is virtually impossible for you to collect by yourself. To maintain confidentiality, you need an unbiased third party to do the polling – someone like me. With the simple and convenient Leadershifts360[®] assessment, I help you gather anonymous data from people above, below, and beside you.

The feedback report will provide a comprehensive review of your strengths and developmental areas. An accurate assessment of your own strengths and weaknesses is the best antidote to career derailment. This increased self-awareness can protect you from becoming overly confident in your capabilities, especially if you already have a strong track record of success. A lack of self-awareness can cause you to deny your shortcomings, resist changing, and, ultimately, derail your career.

Don't Be Left Behind

Perhaps you have already been identified as having “high potential” or on the “fast track.” But you've been waiting and waiting for that promised next step. Maybe you've even been disappointed as others got promoted ahead of you. You've asked where you're falling short, but the responses have been vague and unsatisfying, leaving you angry, frustrated, and unsure of how to get ahead.

Few organizations spell out the criteria for advancement and promotion decisions get made behind closed doors, with “unwritten rules” that seem arbitrary and political. As an aspiring leader, you might not know those rules, much less the specific skills you need to develop or demonstrate to follow them. **The bottom line: You've been left to your own devices to find a way to achieve your career goals.**

It doesn't have to be that way! If you are ready to *take it to the next level* and get even better, the **Leadershifts**® model will help you understand what is expected to make it to the top.

I show you exactly what it takes to prepare for the next level. I help you begin to create the necessary change. I share the best strategies for how to position yourself for a promotion (without losing your integrity with political games in the process).

The next level of success is going to require a totally different set of behaviors. The *Leadershifts*® model describes exactly what kind of adjustments you need to make as you rise through the ranks to higher levels of leadership. The *Leadershifts*® model is your personal roadmap – a guide that can turn a series of wrong turns in the workplace into a straight line to the top.

**[If you are interested in learning more about the Leadershifts360,
CLICK HERE to access a unique coaching intensive opportunity](#)**

If you have any questions, contact me to arrange an appointment.

At *Leading Higher*, I partner with people who want to:

- (1) rise to their full potential,
- (2) elevate to excellence in their personal and professional lives,
- (3) live and lead at the highest level.

I help leaders leverage their influence so they can have an increasingly greater impact on others. I bring clarity, direction, and perspective. You get better at what you do.

Read more at <http://www.leadinghigher.com/about/>

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I am a psychologist and professional leadership coach. My unique background as an educator, consultant, and coach helps you connect personal potential to peak performance. I have expertise in a variety of leadership models and assessment tools.

My formal education is in the behavioral sciences, receiving my Ph.D. in Industrial/Organizational Psychology from Purdue University in 1996. I have been teaching in the graduate program at West Chester University in Pennsylvania for more than 20 years.

I am an active leadership consultant who has engaged with over 100 clients from more than 30 companies. I specialize in positive leadership strategies, strengths-based leadership, and transformational leadership models. I am a certified executive coach, accredited by the International Coaching Federation.

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