



People
Process
Performance

STEM

From Manager to Leader

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26 STEM sector senior managers were interviewed. A control/peer review group of seven senior managers peer reviewed the output and provided feedback.

Content analysis identified 12 development factors. The top six being:

- 1. Self-awareness**
- 2. Engaging teams**
- 3. Knowing the numbers**
- 4. Letting go**
- 5. Handling difficult conversations**
- 6. Openness**

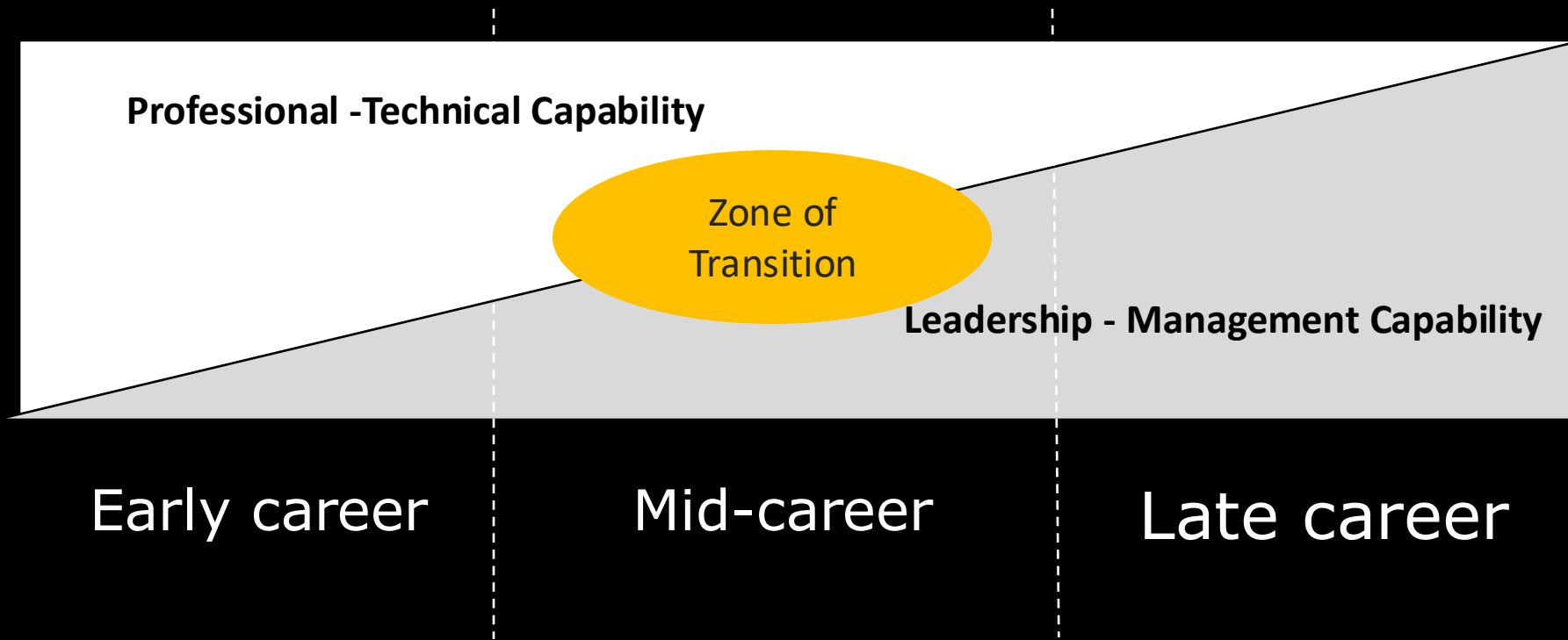




Special Idea. Often engaged for their ability as individual contributors and valued for their specialist skill, they can come later to leadership and while not always the case, can be promoted into leadership roles based on their technical talent more than their leadership skills.

- Developing their leadership is crucial for both the organisation's capability and for the attraction and succession pipeline of technical talent.
- It is a challenging career point, as some do not necessarily want to take on leadership roles and may enter it for the purposes of advancement, unprepared for the demands placed on them.

The path to becoming a professional leader



For professionals and specialists taking on leadership roles, their organisation plays a role in determining how hard or easy it is to develop their leadership potential. The reference group also identified 8 organisational factors to consider.

The top six factors being:

1. Value perception of leadership development
2. Enabling networks and pathways
3. Enabling access to development
4. Making it safe to learn
5. Feedback
6. Design



Special idea: For professionals and specialists taking on leadership roles, their organisation plays a significant role in determining how hard or easy it is to develop and achieve their leadership potential.

Lessons for STEM business talent development

1. A leadership development framework
2. The coaching value proposition
3. Client centred and collaborative
4. Confidential
5. Results
6. Takeaway

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