

HARPER BUSINESS BOOKS

Make the move from star contributor to exceptional leader in this long overdue hands-on guide. Today's organizations are packed full of experts in every area from marketing to sales to IT. Many of these people are also leaders, heading teams or departments. They lead because they know more than the rest of their group. They are followed because of their credibility as experts.

Yet, the toughest transition in business comes when expert leaders are asked to move beyond their expertise and lead a larger group, they struggle with how to span a broad area without trying to become the expert in every aspect. In Wanda Wallace's experience, this move—from expert to spanning leader—requires a new mindset about how to lead.

Wallace explains what few people understand—how to add value as a leader when you're spanning an ever growing set of responsibilities. In *You Can't Know It All*, Wallace presents the coaching model she has developed to address this challenging transition. She provides tools and strategies for individuals to navigate their new roles and learn to combine their expertise with their leadership responsibilities. She also offers essential advice on the fundamental change in mindset that this requires.

Not just for novice managers, this invaluable handbook offers human resources professionals and mentors insights into why their company's star performer may be suddenly floundering, and offers essential tools to guide them.



One Minute Pitch

Leadership is seen as setting vision, deciding, and having impact quickly. All of which imply the leader knows:

- The competitive landscape
- The organizational capabilities
- The innovative ideas
- What the business needs
- What will generate fast quarterly results

That means, the leader is the expert.

When we talk about establishing credibility to gain trust, we talk about expertise:

Competence, Track-record, Content and Knowledge

This book is about not being the expert. Not setting the strategy yourself, not deciding yourself and not knowing it all, yet still leading with credibility and impact.

Businesses are full of complex problems that require deep collaboration to solve them. Our bias for experts – someone who knows how a part of the system works – gets in the way of collaborating. Collaboration requires suspending my perspective and listening to an alternative view and a different set of data.

Conclusion

It's not that you should give up expertise. It's that leaders must learn to lead at times as the expert and at times as a non-expert, that is as a spanner who can span across knowledge domains.

Key Actions

To lead as a spanner, you must address three core questions:

1.

How are you adding value if it's not about your content knowledge?

2.

What is the work you are doing if you can't do the work your team does?
And, how do you know your team is doing the right work when you can't check it?

3.

What is the nature of your interactions with people given that the interactions are now not around content? How are you persuading people if it's not with facts, how are you building trust, how are you inspiring and motivating?

The book is a guide on what spanning looks like with many examples and exercises.



HARPER
BUSINESS

What the readers are saying:

"This is an incredibly important topic and one we don't pay enough attention to. Making the transition from expert to non-expert is often the point at which high-potential careers falter, and we – the individuals and organizations – often don't know why. This book helps us all understand the issues and how to overcome them, to the benefit of everyone." **Liz Wallace – Former head of talent at Vodafone emerging markets.**

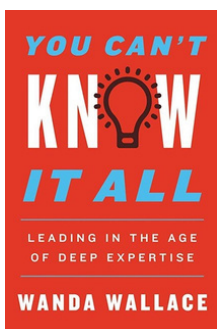
"This is a real-world practical guide on how to move out of your comfort zone as a subject-matter expert and develop the skills you need to manage in today's technical and fast-moving business world." **John Murphey – Former CEO of Bell Helicopter**

"In You Can't Know It All, Wallace helps us see how leadership in today's age of deep expertise has evolved from our general-manager notions of the past. Wallace weaves together compelling and candid stories of real leaders with her own coaching experience and simple, actionable exercises. This leadership book is on point and right on time." **Dolly Chugh, author of "The Person You Mean To Be" and associate professor, Department of Management and organizations at the NYU Stern School of Business.**

"Deeply powerful and delightfully practical, I instantly recognized my clients in its pages and, perhaps more important, I also recognized myself. A must-read for leaders serious about their results and their own growth."—**Sheila Heen, co-author of Difficult Conversations and Thanks for the Feedback**

"Dr. Wanda Wallace has packed You Can't Know It All with practical tools distilled from a command of the research and refined in her coaching work with hundreds of leaders around the world. You Can't Know It All fills a critical gap for those who aspire to lead and inspire on the big stage."—**Rob Kaiser, president of Kaiser Learning Solutions; writer, researcher and consultant**

"This book is a must-have for careerists looking to advance in today's global and complex business environment. From adopting the right mind-set to developing key skills, Wanda provides individual contributors and experts proven insights and tools to transition into valued leaders within their respective organizations."—**Cindy Pace, global head of diversity and inclusion of MetLife**



Interview Questions

Why did you write the book? What are you seeing in the business world?

What is your key message?

You talk about e-leaders (experts) and s-leaders (Spanners). Please explain the differences between the two in terms of skills, capabilities and style?

How do you see career models and models of leadership evolving? How realistic are corporate leadership models in terms of balance expertise and spanning?

What needs to change?

If I am currently an e-leader and I want to build the skills of being an s-leader, what should I focus on? How can I practice these skills without moving into an s-role?

How do your observations apply to the careers of women - especially about taking risks?

You have said that the transition from e- to s-leader is particularly difficult for women. Why is this so? What can companies do about it?

So many people will say "He or she got promoted beyond his/her level of competence." Why do you think this occurs and more importantly what can we do to fix the problem?

In general, I have tons of stories and examples - just ask at any point. You can also ask "How do you" on any item in the framework.

You say you would like to kill the term "general manager". Why? What should replace it instead?



Dr. Wanda Wallace is Managing Partner of Leadership Forum. LF helps organizations improve the quality of their conversations in every aspect from strategic insight, to talent, teams and individual capability. Better conversations result in better relationships and better performance.

Wanda Speaks, coaches leaders, conducts seminars and works with teams, emphasizing the challenges of both building and sustaining productive relationships at all levels in the global corporate context.

In the last several years, Wanda has focused on helping women advance their careers as well as assisting corporations in engaging managers in the diversity agenda.

Continuing with that work, she has now broadened the message to talk about the trap for men and women who are expert executors.

Her latest book, *You Can't Know It All: Leading in an Age of Deep Expertise*, explains why this is an issue and what to do about it.

Dr. Wallace has forged close relationships with a number of blue-chip clients, including Allianz Group, American Express, British Petroleum, British Telecom, Deutsche Bank, Ericsson, Ernst & Young, Ford Motor Company, Four Seasons Hotels and Resorts, GlaxoSmithKline, Herbert Smith Freehills, HSBC, JP Morgan Chase, Kennametal, Linklaters, Morgan Stanley, Navistar, Norton Rose, PricewaterhouseCoopers, Siemens, UBS and Vodafone.

As a consultant and educator who is equally at ease in the distinct worlds of business and education, she has designed a number of highly rated programs for high potential leaders that have been enthusiastically received around the world. For clients, she has developed and introduced a number of executive education models that combine the best of practice, dialogue, thought and action. She is also the author of *Reaching the Top, Factors that Impact the Careers and Retention of senior Women Leaders* along with two co-authored with Corporate Research Forum entitled *Diversity and Business Performance (2011)* and *Developing and Broadening Specialists (2012)*. In addition, she hosts a radio show on VoiceAmerica Business channel entitled "Out of the Comfort Zone."

Dr. Wallace received her Ph.D. from the Psychology Department at Duke University in 1985, with special emphasis on cognitive and thought processes. Prior to founding Leadership Forum Inc., she was a professor in Marketing and then Associate Dean of Executive Education at The Fuqua School of Business at Duke University. Lastly, Dr. Wallace held the position of Executive Vice President at Duke Corporate Education, Inc.

YOU CAN'T KNOW IT ALL: LEADING IN THE AGE OF DEEP EXPERTISE
By Dr Wanda T.Wallace

Published: Jun 18, 2019 ISBN: 9780062835987 Pages: 240

Available from all major outlets

