



Breaking through the Manager Ceiling

Manufacturing your own Leadership opportunities

Jack Wall

Head of Engineering

LinkedIn: [linkedin.com/in/walljack](https://www.linkedin.com/in/walljack)

Website: jackwall.co.uk



Meet Sarah

When I met Sarah

Lead many teams with high engagement

Delivered reliably and effectively

Happy stakeholders

The "Gap"

Never invited to take on leadership opportunities

Feedback: "Still not ready for the next level"



MANAGEMENT MINDSET



LEADERSHIP MINDSET



Leadership Mindset Pivot

Management

Optimise delivery

Focus inside your team

Rely on formal authority

Plan and execute

Leadership

Set vision & direction

Engage across org & market

Rely on influence & credibility

Decide what to plan



Behaving Like a Leader



Expand Your Concept of Team

Think broadly across the org and consider beyond your team



Bridging Business & Tech Contexts

Translate from tech and business, and business to tech



Ownership Beyond Your Lane

Feel comfortable work beyond your remit and role scope

Step 1: Map & Quantify High-Value Gaps



What

Scan for recurring pain points or untapped opportunities



Why

Translates observations into the language of **business impact** (Cost, Risk, Growth)



How

Connect symptoms to quantifiable business outcomes. Identify, claim, then deliver and own the outcomes

Step 2: Launch Your Initiative

Form Your Team
Small cross-functional group

Expand Scope
Grow impact iteratively



Start Small
Minimal changes to test approach

Get Feedback
Refine based on input

Step 3: Amplify Results & Build Network



Frame Outcomes

Problem → Why → Action → Result



Share Progress & Results

All Hands, newsletters, showcases



Leverage Visibility

Deepen relationships with leaders, peers, manager

Dealing With Uncertainty & Risk



Be Aware

Be mindful of common pitfalls



Invite

Be collaborative and welcome support



Align

Seek permission and relevant buy-in



Iterate

Start small, test, gain feedback

Operating as a Strategic Influencer



Influence Up

Frame trade-offs, identify risks, claim opportunities

Influence Sideways

Forge coalitions with peers

Influence Down

Mentor broadly across organization

Sarah's Day 1 Action Plan

2

Gaps

Identify unowned gaps or opportunities present within your org

1

Skill

Up-skill in one area we've touched on such as influencing up and across

1

Initiative

Select the most appropriate option and launch a small, focused initiative

1

Conversation

Find and engage regularly with a mentor, sponsor or peer, internal or external

Thank You

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