



From Expert to Leader

The Subtle Behaviours
That Accelerate or
Undermine Your
Progress



What You'll Leave With Today:

1

A clearer view of the three behaviours that often limit leadership impact

2

The mindset shifts that help you move from expert to leader

3

A clearer sense of where to focus next

You can be
exceptionally
good at your job
and still
underperform as
a leader.



Expert operating system

You are the output

Success = your personal results.
The work speaks for itself.

Depth wins

Master one domain deeply.
Credibility comes through expertise.

Do it yourself

Fastest path = do it yourself.
Control = quality.

Problems to solve

Energised by solving hard
problems directly.

Leader operating system

Others are the output

Success = what your team delivers. Your
work is often invisible.

Breadth enables

Connect dots across domains.
Context matters more than depth alone.

Multiply through others

Fastest path = enable others.
Letting go = leverage.

People to grow

Energised by building capability and
clearing the path for others

OVER-RELIANCE ON EXPERTISE

Your
expertise
cannot be
the main
source of
your value

The Trap

- Staying closest to the work
- Solving rather than shaping
- Controlling through involvement

The Cost

- ✗ Overwork and bottlenecks
- ✗ Less ownership in the team
- ✗ Less space for strategic leadership

WAITING FOR THE WORK TO SPEAK FOR ITSELF



Assuming good work will be noticed. Feeling discomfort with visibility or self-advocacy.

The result:

your impact remains invisible while others shape the narrative.

Hard work matters. But hard work without visibility is often misread as support, not leadership.

FAILING TO
DEVELOP
LEADERSHIP
RANGE ACROSS
STAKEHOLDERS

3

You're leading people how you want to be led –
and that starts to limit you

Using one style across every situation

Your range becomes your ceiling.
Different rooms require different kinds of leadership.

Communicating to suit your needs

The person who needs detail feels frustrated; the one who needs brevity feels micromanaged

Building trust from your preferred style

You build trust with people like you, and inadvertently lose the rest

BEHAVIOUR 1

Over-reliance on
expertise

From

proving value
through output

To

creating value
through clarity and
empowerment

BEHAVIOUR 2

Waiting for the work
to speak for itself

From

hoping your work
will speak for itself

To

practising visibility
with integrity

BEHAVIOUR 3

Failing to develop
leadership range
across stakeholders

From

leading from
preference

To

Leading with range
and across
difference

Which of these patterns is most expensive for you right now?

Where is leadership asking more of you than expertise alone can provide?

What would change if you addressed this area more intentionally?



You do not become a stronger leader by working harder using the old way of operating.



You become one by making the shifts that leadership now requires.

Want to see
which pattern
may be
shaping your
leadership
most?

Leadership Audit Quiz



Scan to take the quiz

+

Q&A