

From Brewer to Leader

Cultivating People Leadership in
Skills-Driven Roles



Introductions

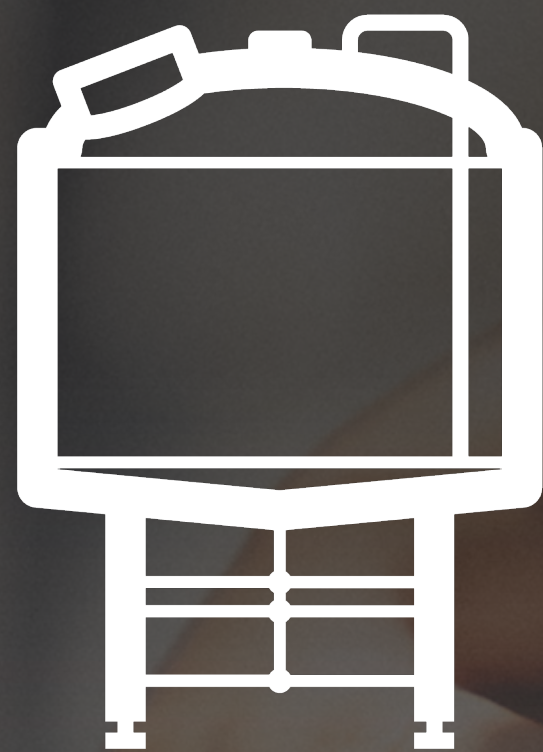


CRAFT

Ryan Mayfield

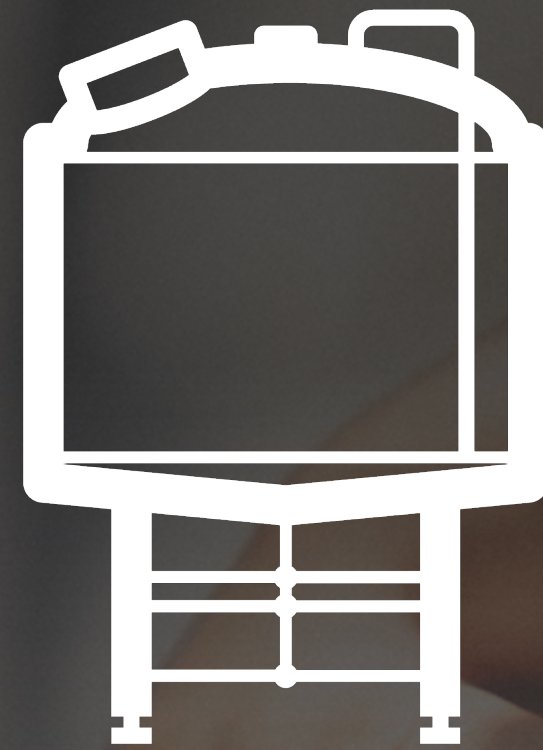
Some info goes here

Typical Path to Leadership



Excel in a skill

Typical Path to Leadership



Excel in a skill



Elevated to lead
others in that skill



**Brewing a great beer and
leading a team of brewers are
two totally different skillsets**



Golden Rule

Lead others the way **you** would want to be led



Platinum Rule

Lead others the way **they** need to be led



Leadership is **Influence**

People following you because they want to,
not because they have to



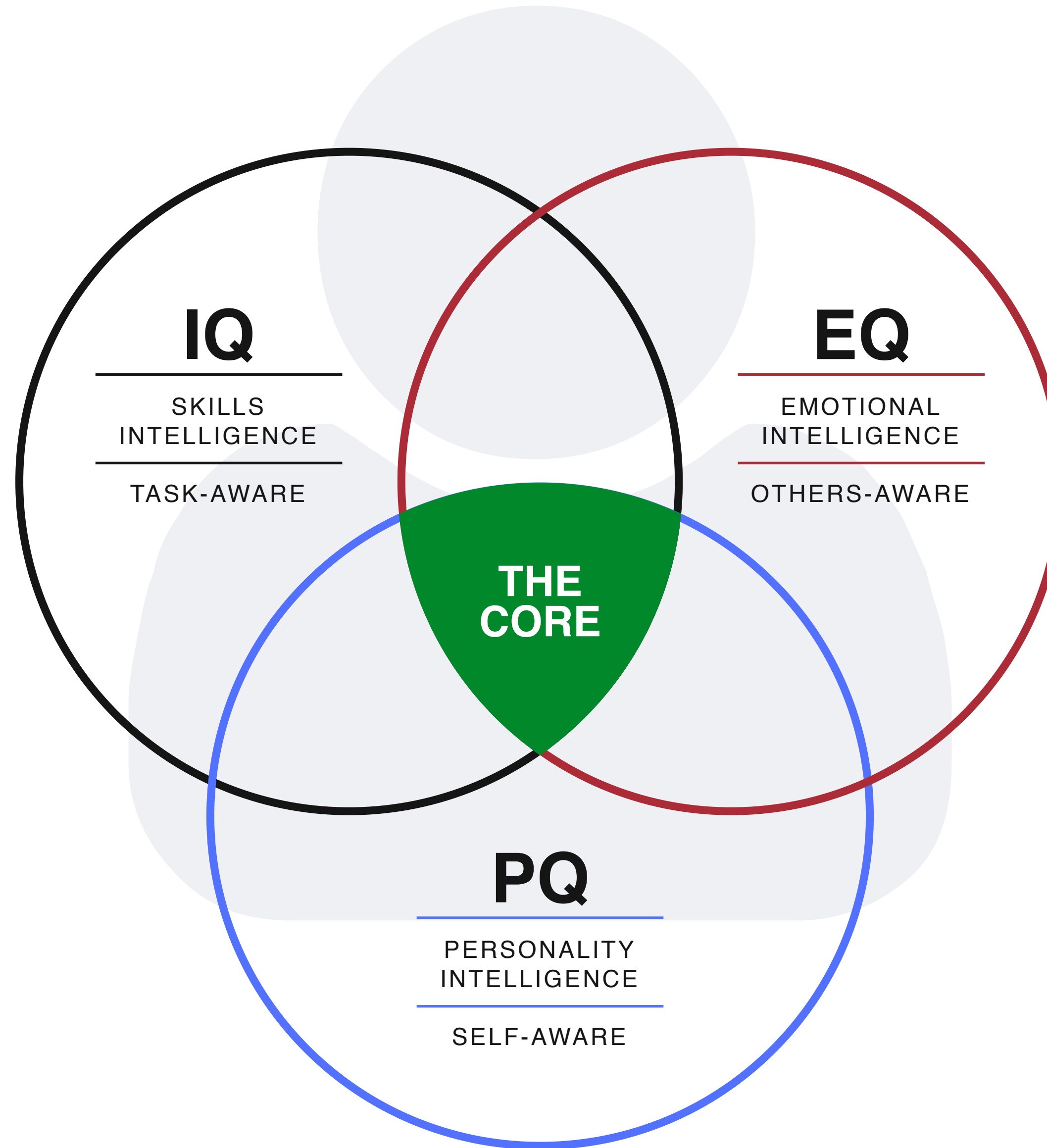
That's a skill that can be developed



Balanced Leadership

What it is and why it's important

THE CORE




Definitions

- **IQ** - The hard skills set intelligence required to do your job effectively (task awareness)
- **EQ** - The emotional intelligence required to lead people effectively (others awareness)
- **PQ** - The personality intelligence required to lead yourself effectively (self awareness)



IQ is likely already high (if they're a high performer)

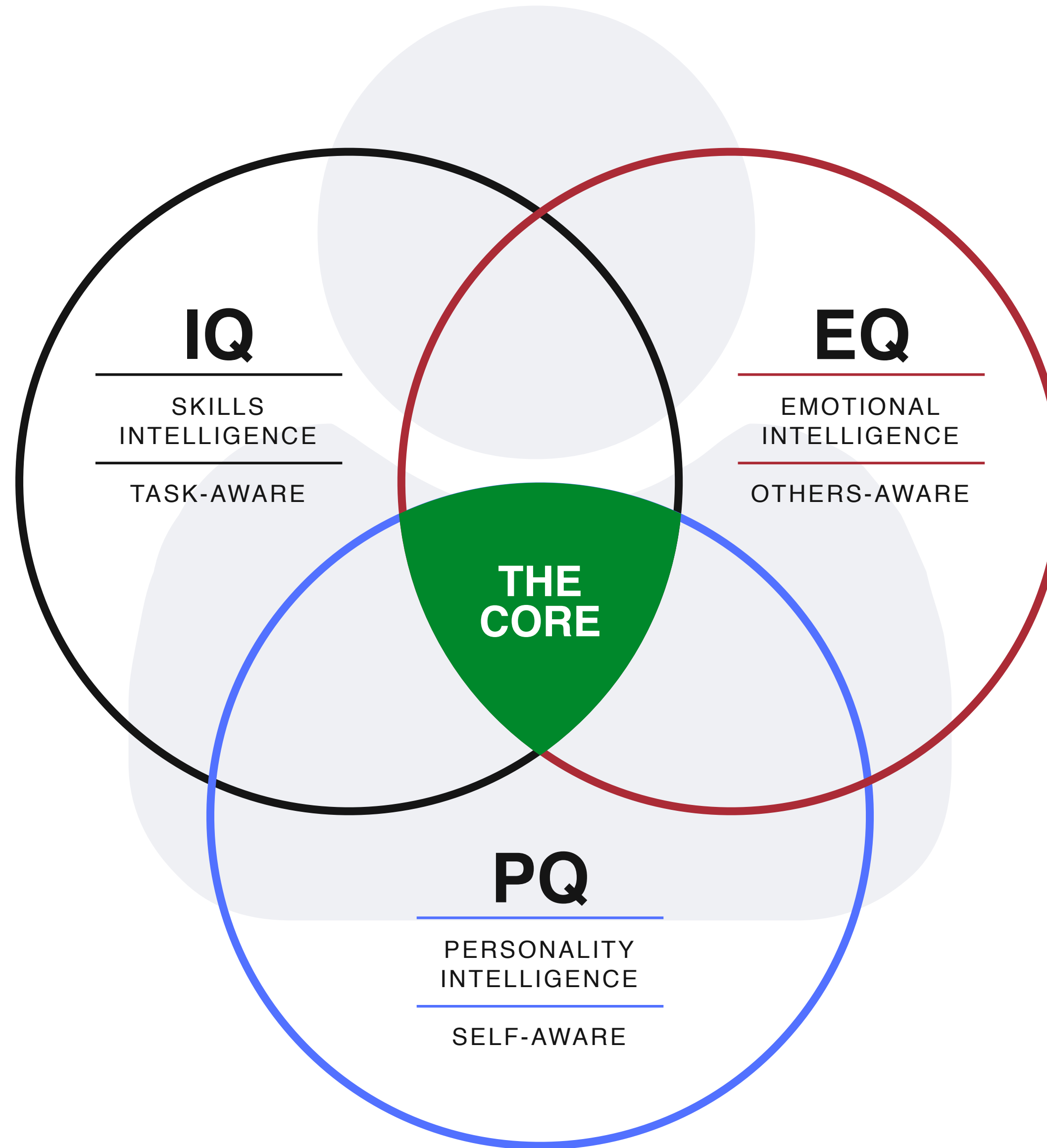


The other areas are equally important, though

How they understand, work with, & lead others

Knowing themselves well in order to lead themselves effectively

THE CORE



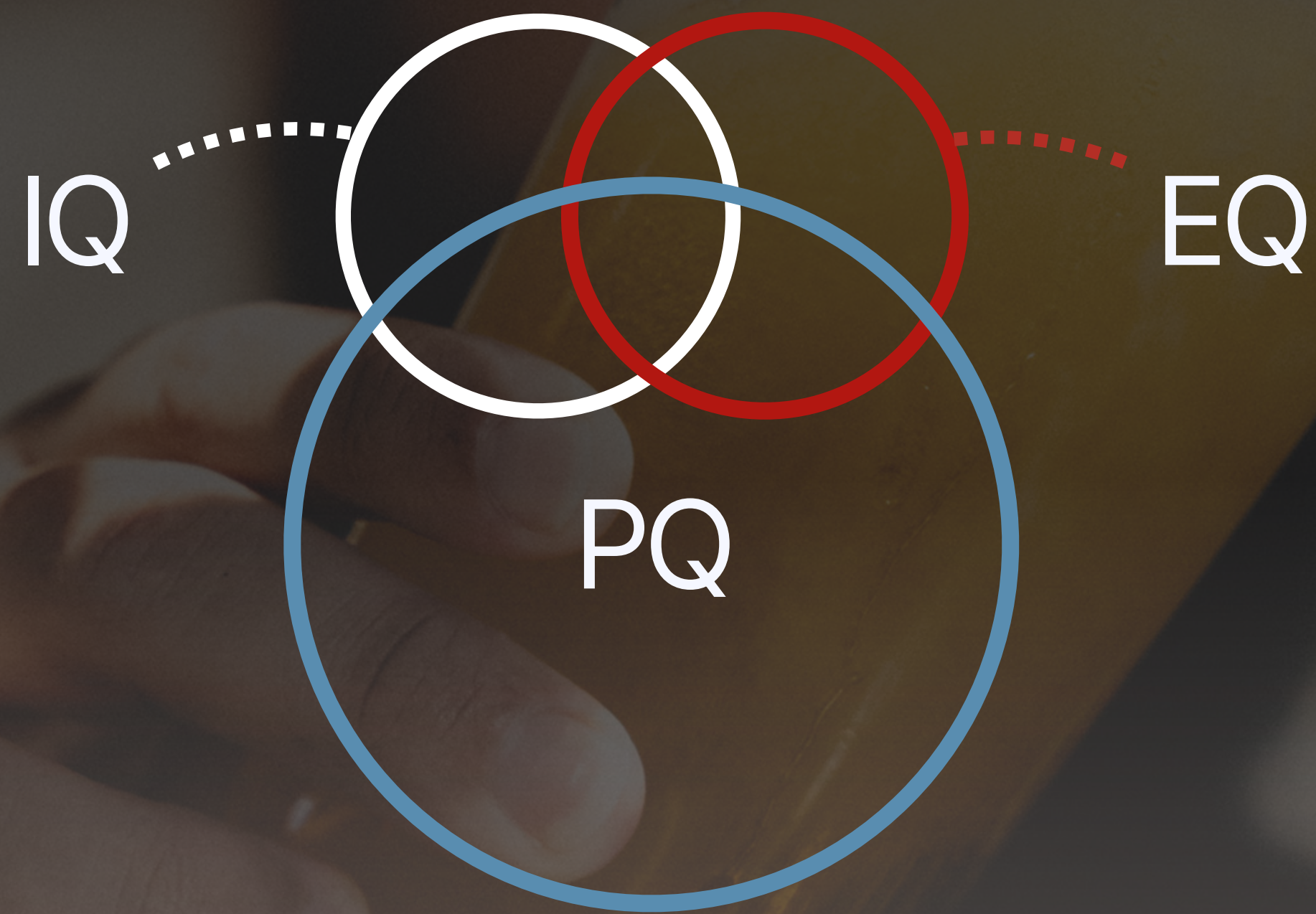
Good at Skills



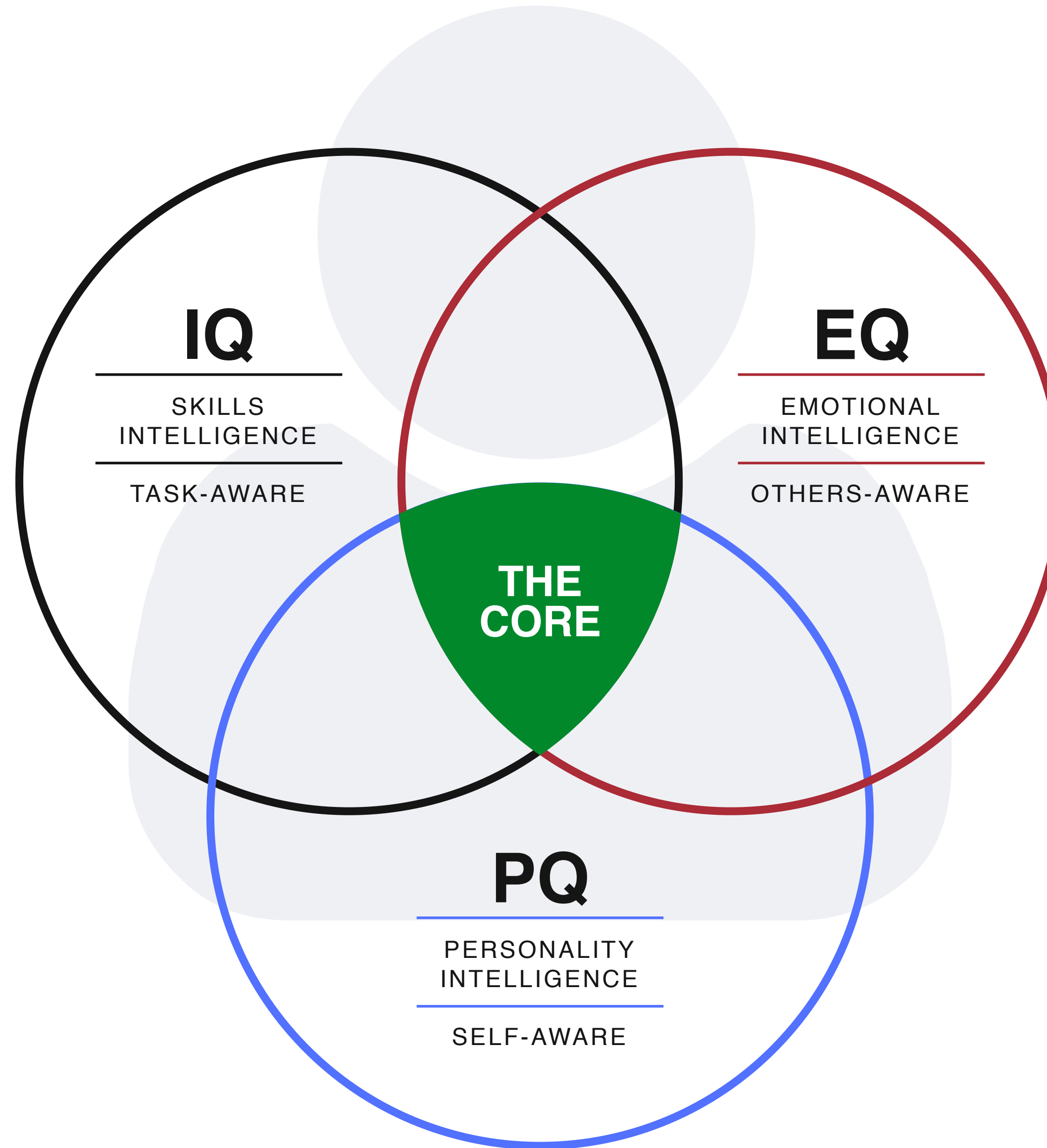
Good With People



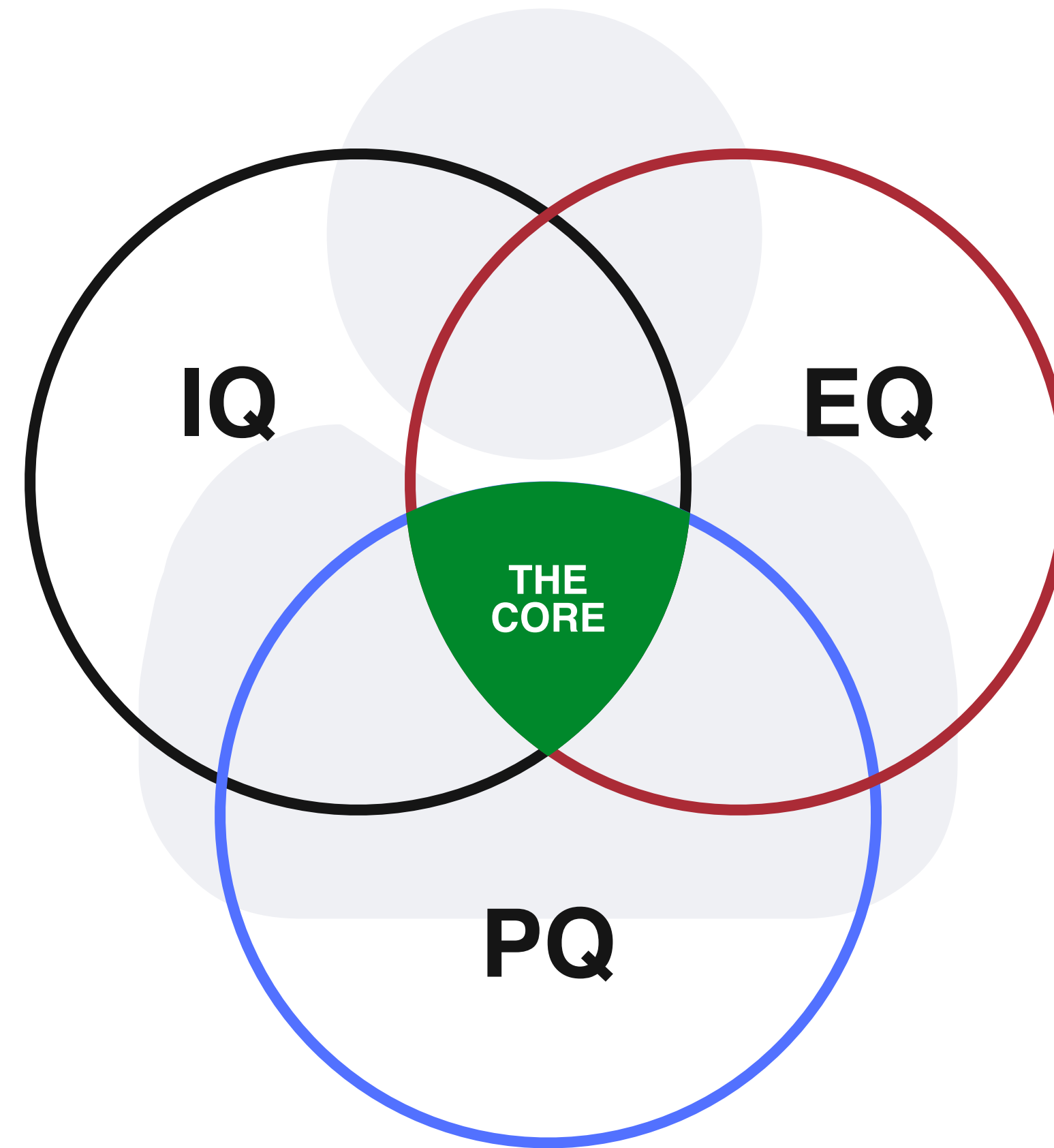
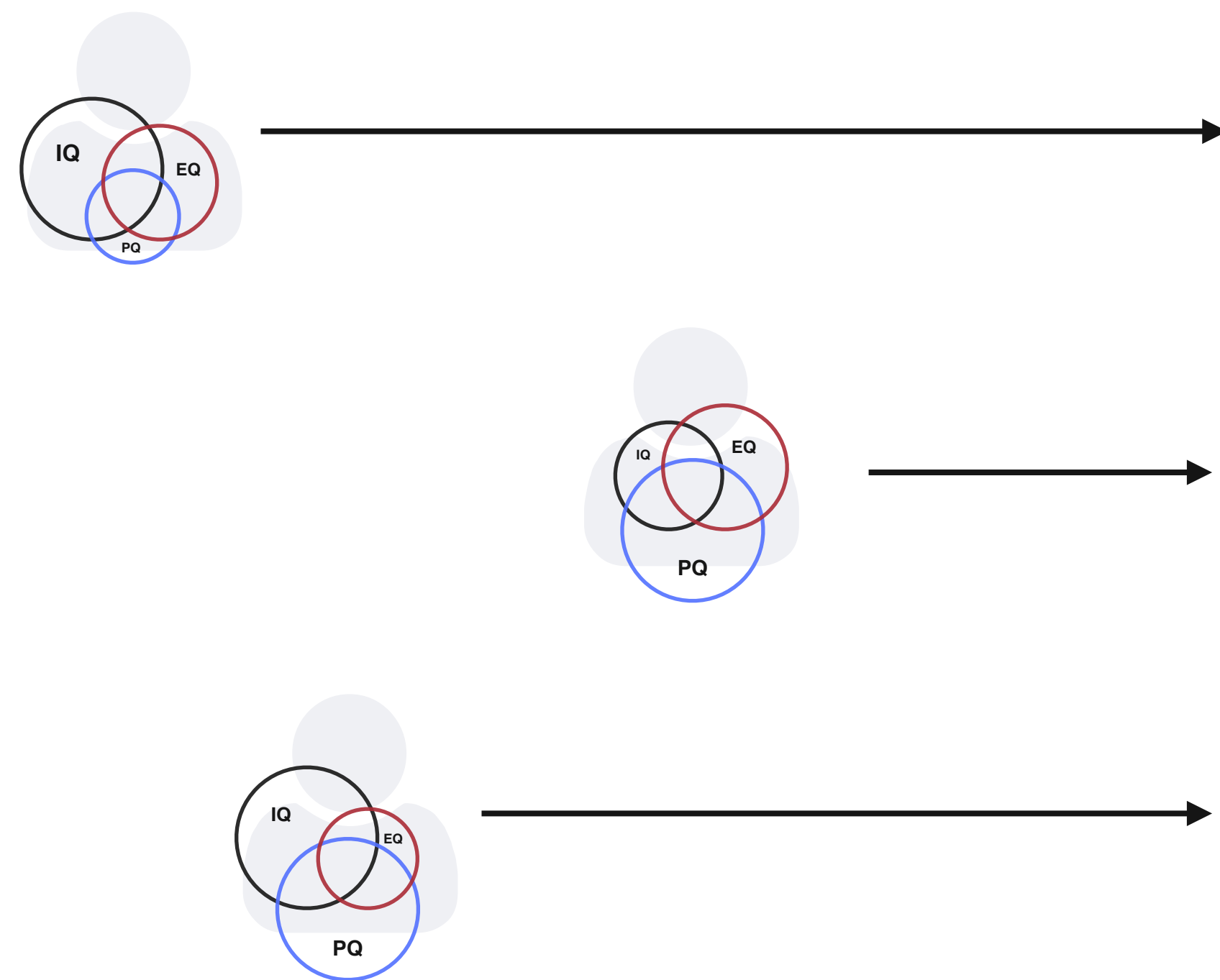
Good at Self Awareness



THE CORE

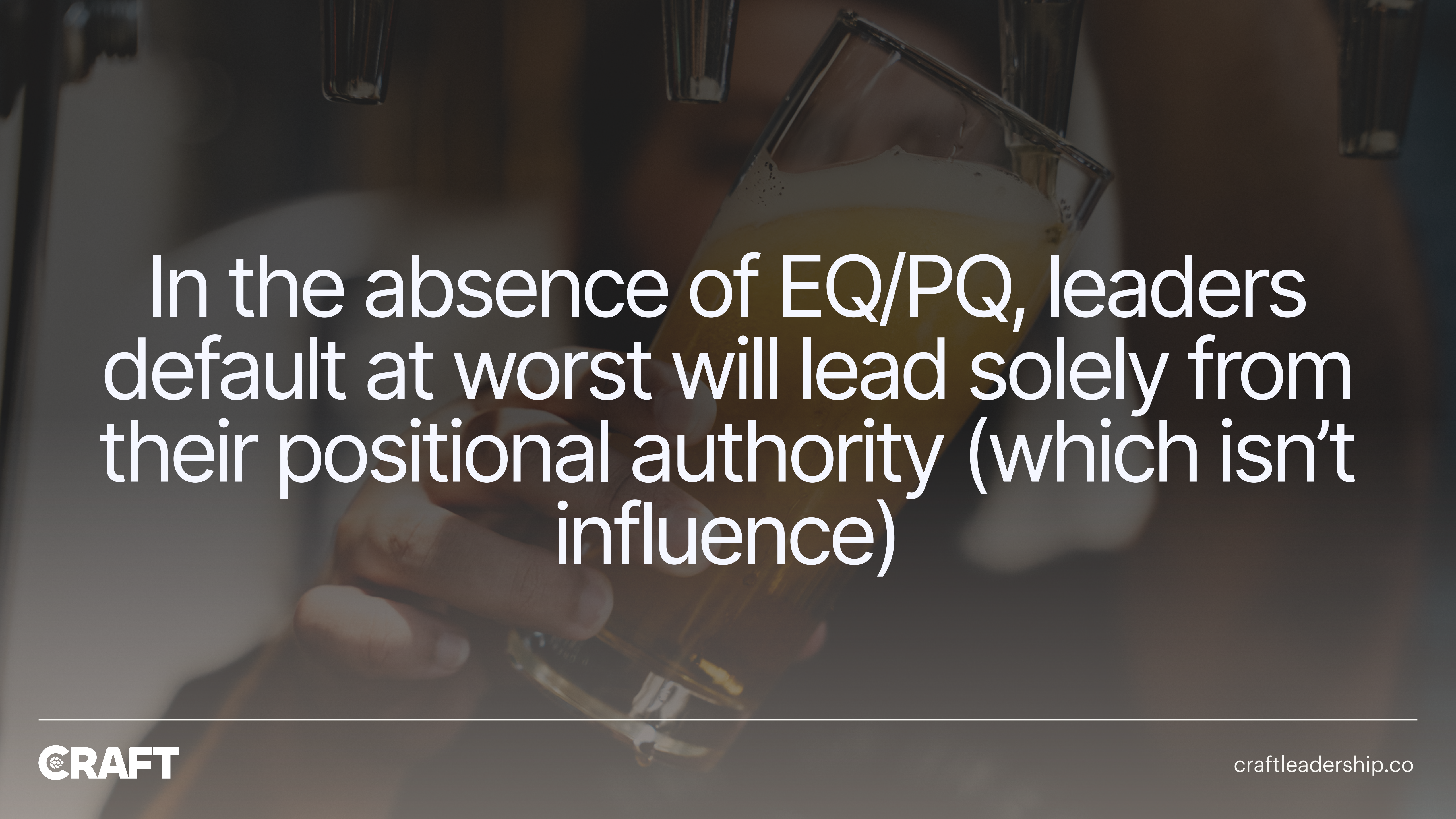


KNOW OTHERS TO LEAD OTHERS

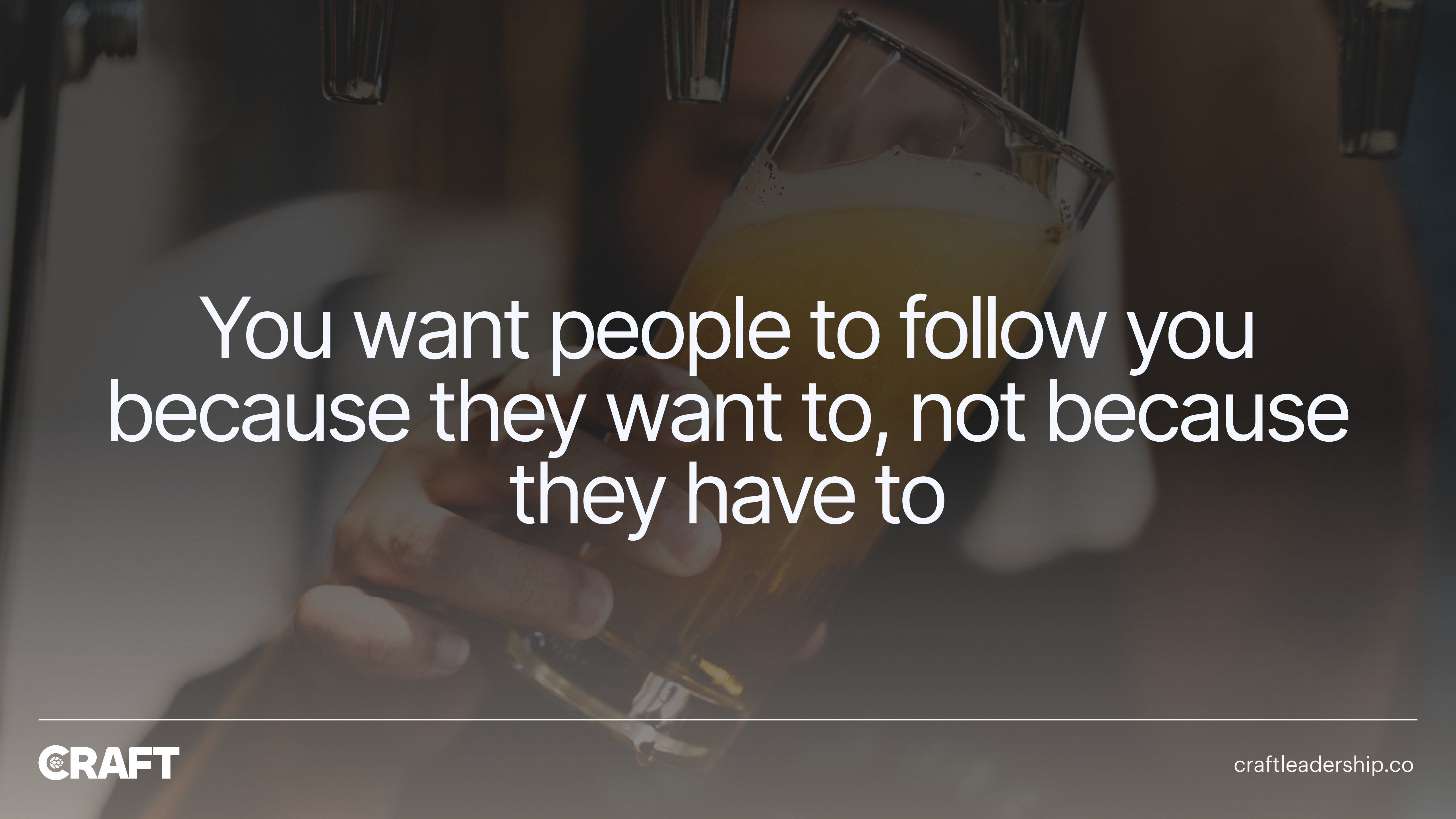




In the absence of EQ/PQ, leaders default at best to leading from their own preferences (Golden Rule)



In the absence of EQ/PQ, leaders default at worst will lead solely from their positional authority (which isn't influence)

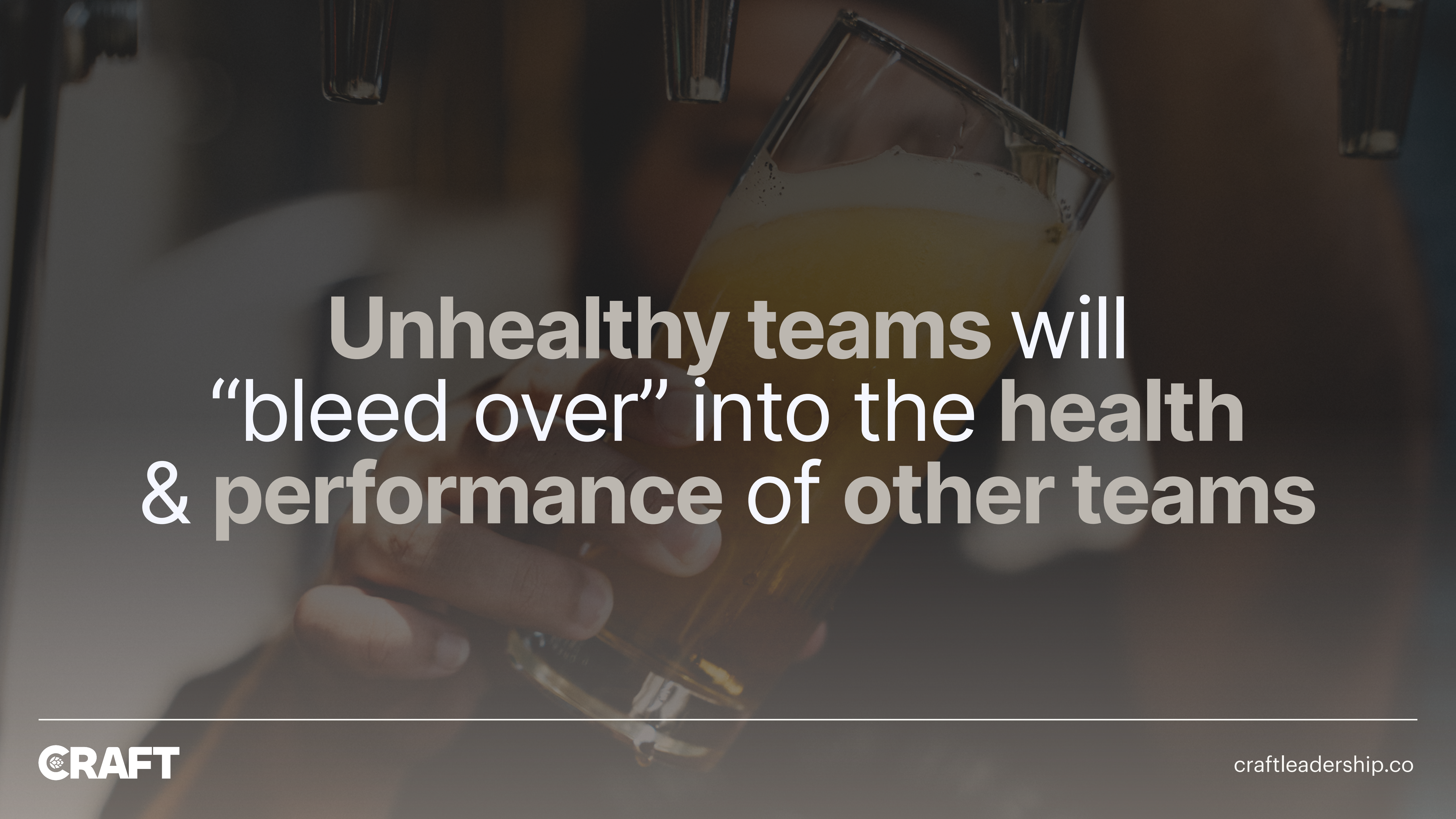


You want people to follow you
because they want to, not because
they have to



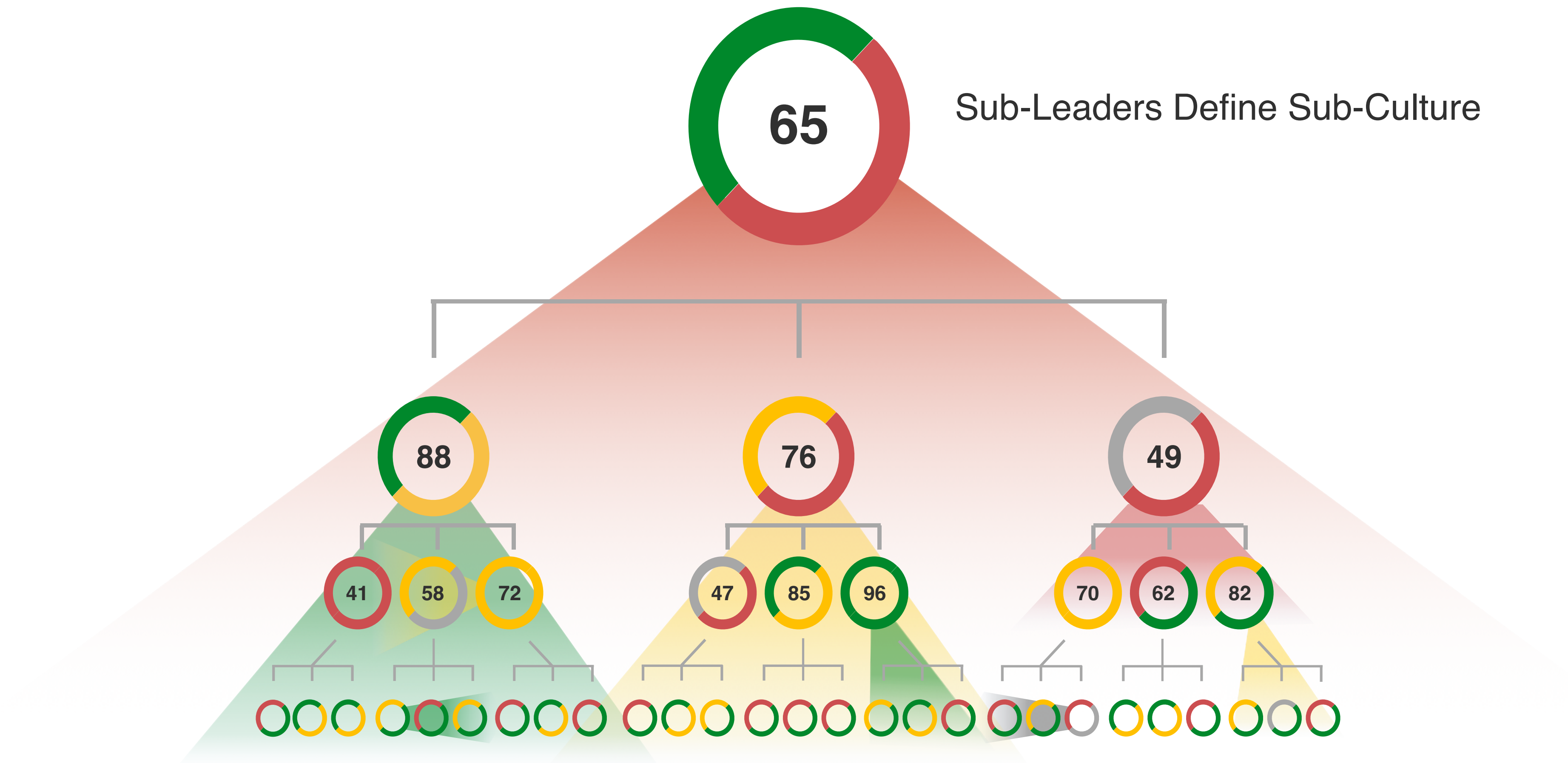
Why is this important?

Your brewery culture is actually the combined cultures of your individual teams/leaders



**Unhealthy teams will
“bleed over” into the health
& performance of other teams**

LEADERS DEFINE CULTURE



How healthy is each culture?
How well is each team performing?



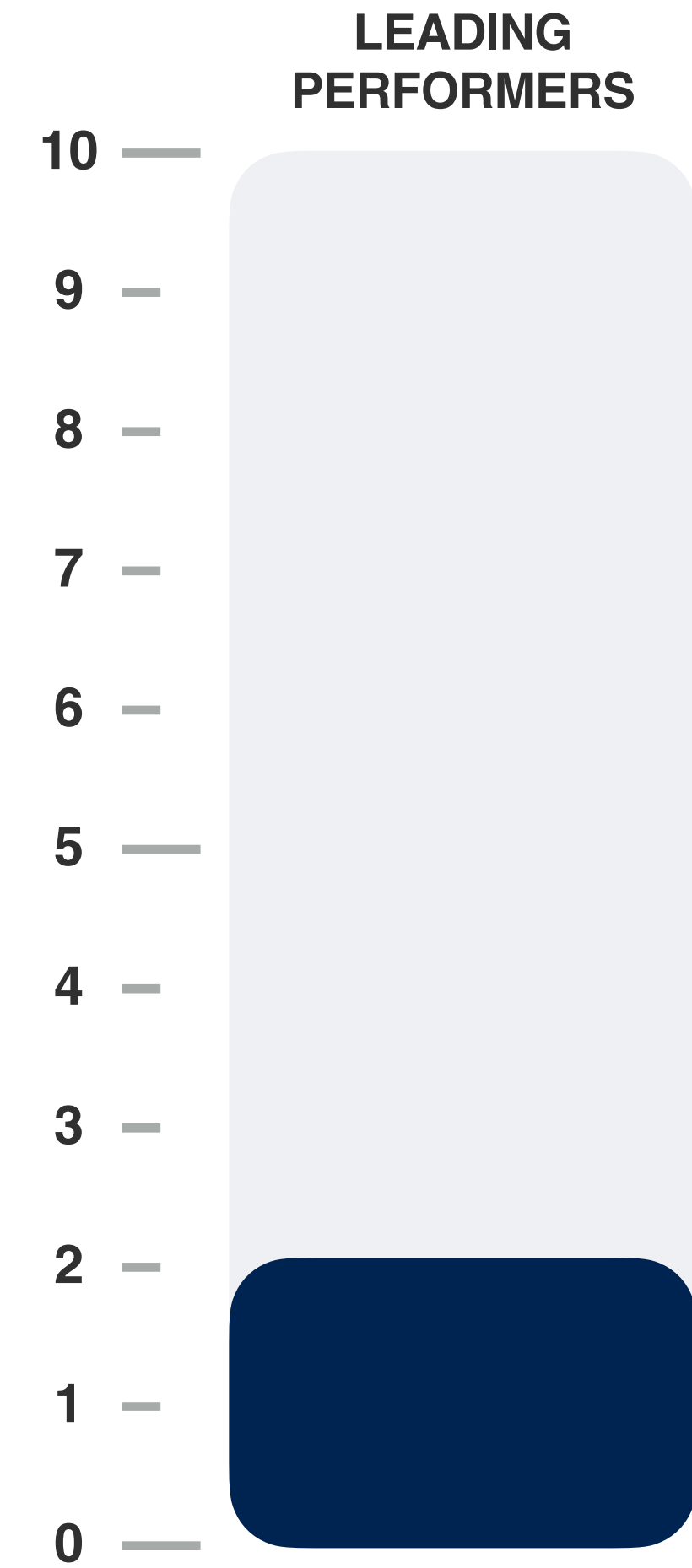
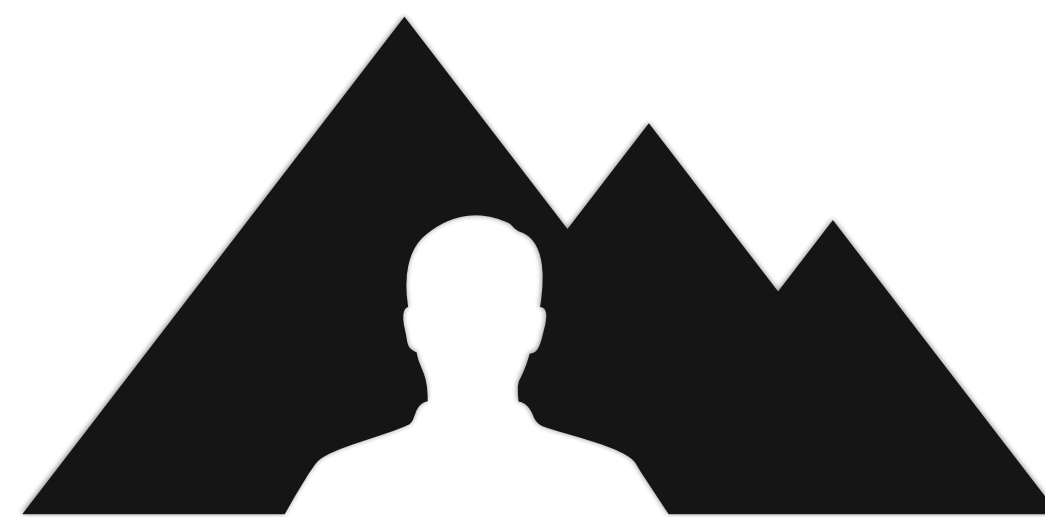
How do you spot unhealth?

THE 100X LEADER ASSESSMENT



How well are you performing?

How well are you leading performers?



SUPPORT CHALLENGE MATRIX





Your Role

At the end of the day, you can't force them to grow, but you do have a tremendous amount of influence with them



Fight for the highest possible good in the lives of those they lead.

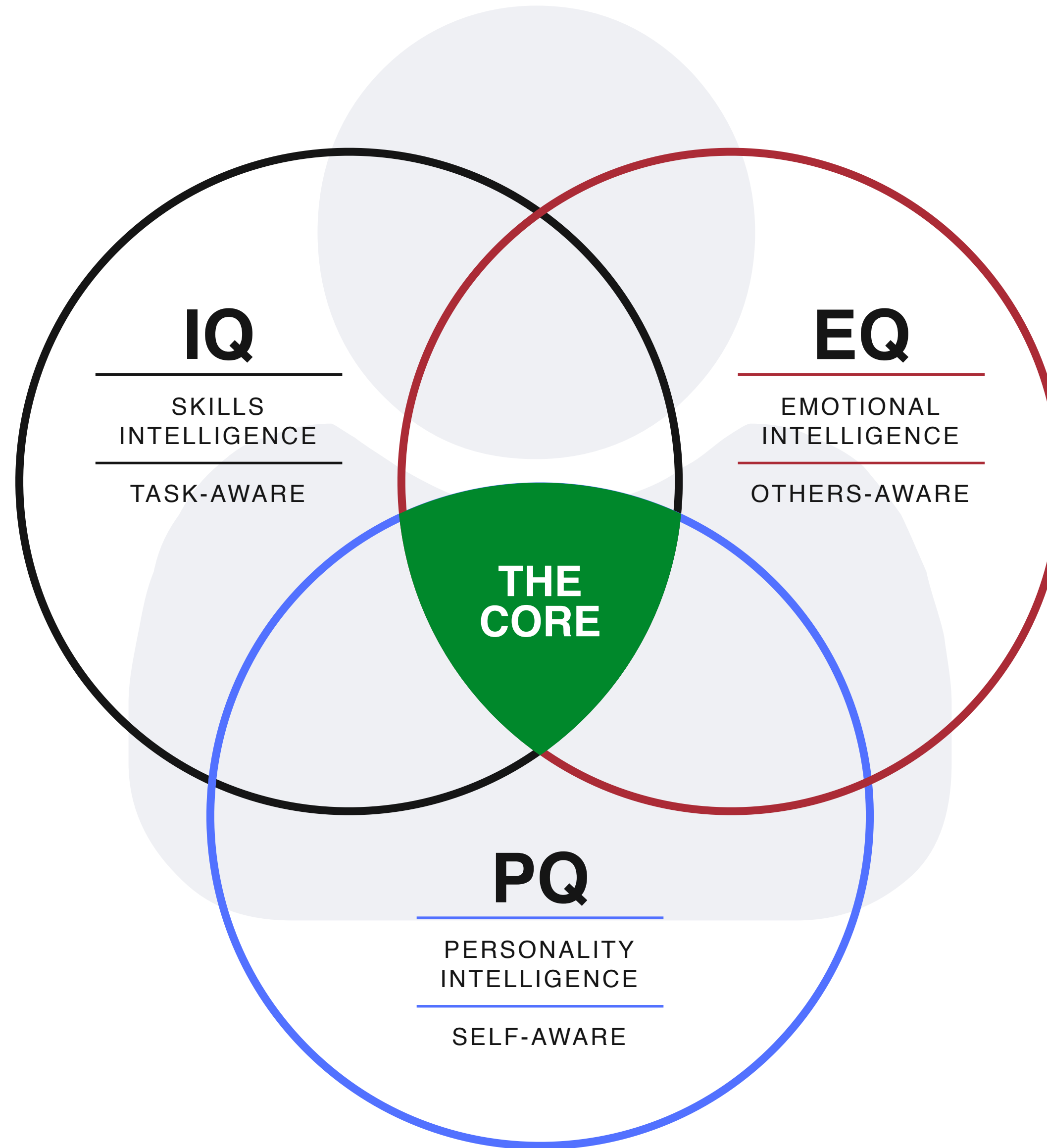
- 1 What specific support and challenge do they need from me?
- 2 What is the tendency and pattern most undermining their influence?
- 3 How do I help them get to the next level?



Your Turn

Let's walk through these tools again, but this time through the lens of someone on your team

THE CORE



Who is on your mind?

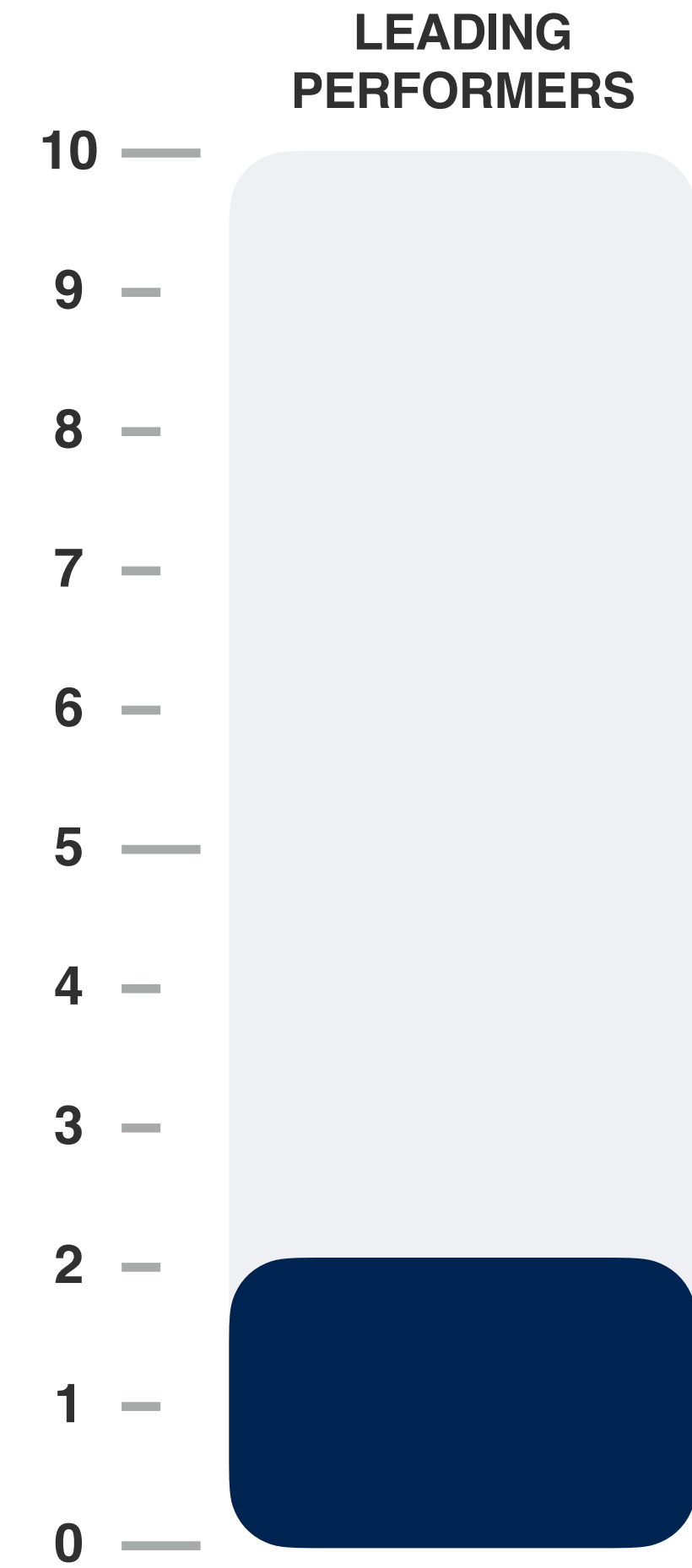
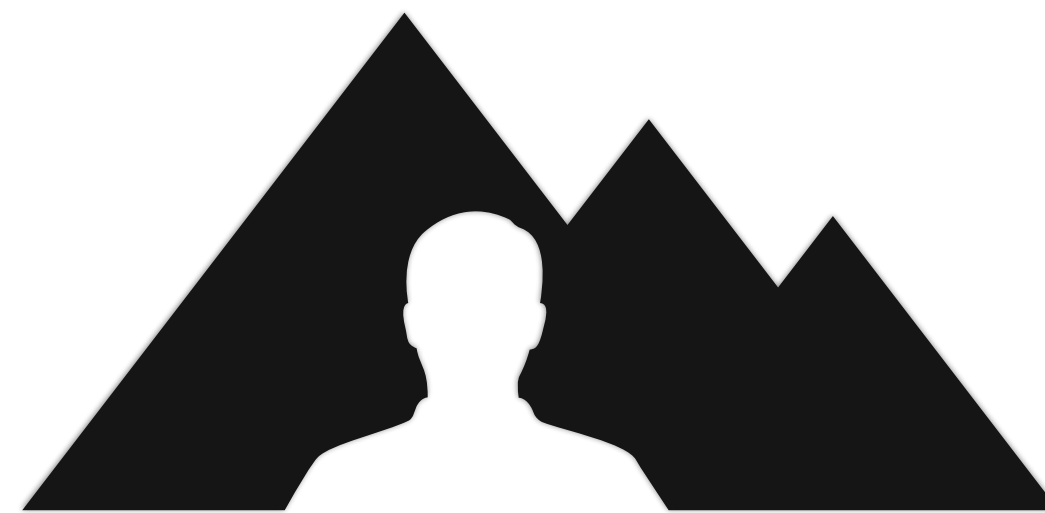
- **The Core:** What score (1-10) would give in each area? (PQ, EQ, IQ)

THE 100X LEADER ASSESSMENT



How well are you performing?

How well are you leading performers?



Who is on your mind?

- **The Core:** What score (1-10) would give in each area? (PQ, EQ, IQ)
- **The 100X Leader Assessment:** How well are they performing? (1-10)
How well are they leading performers? (1-10)

SUPPORT CHALLENGE MATRIX



Who is on your mind?

- **The Core:** What score (1-10) would give in each area? (PQ, EQ, IQ)
- **The 100X Leader Assessment:** How well are they performing? (1-10)
How well are they leading performers? (1-10)
- **Support Challenge Matrix:** What's it like to be on the other side of them? (Liberator, Dominator, Protector, Abdicator)



Fight for the highest possible good in the lives of those they lead.

- 1 What specific support and challenge do they need from me?
- 2 What is the tendency and pattern most undermining their influence?
- 3 How do I help them get to the next level?

Who is on your mind?

- **The Core:** What score (1-10) would give in each area? (PQ, EQ, IQ)
- **The 100X Leader Assessment:** How well are they performing? (1-10)
How well are they leading performers? (1-10)
- **Support Challenge Matrix:** What's it like to be on the other side of them? (Liberator, Dominator, Protector, Abdicator)
- **Leader Mindset:** What support/challenge do they need from you right now? What tendency/pattern is most undermining their influence? How can you get them to the next level?

Next Steps



Use the QR code to let us know you'd like copies of the **slides** and the **worksheet** from today's session

We'll also give you access to a **video** teaching some of the tools from today that you can use to share them with others

Learn more about how Craft can help you raise the relational intelligence of your leaders



We'd love to hear from you!

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Questions