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# THE LEADERSHIP SHIFT: FROM DOING TO LEADING

Presented by: Brian McHenry – EVP/Principal, Strategic & Leadership Facilitator

● REC

THIS WEBINAR WILL BE RECORDED

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## The Leadership Shift: From Doing to Leading

Leadership isn't about doing everything yourself; it's about making the right decisions, trusting your team, and focusing on what drives results.

- How to spend your time strategically
- Set clear expectations
- Empower your direct reports to think critically and act decisively

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*Hard choices, easy life.  
Easy choices, hard life.*

—JERZY GREGOREK



**You are the  
deliverable**

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## Spend Your Time Strategically

### What gets in the way?

- Too many meetings
- Focus on production
- Project work
- Not having time
- Faster to do it myself
- Too many priorities
- Team not ready
- Don't want to put too much burden on my team
- Desire to be helpful
- Lead by example
- Show my team I am willing to do the work
- Don't want to make a mistake
- Prefer control or feel like need control
- Don't want to be surprised

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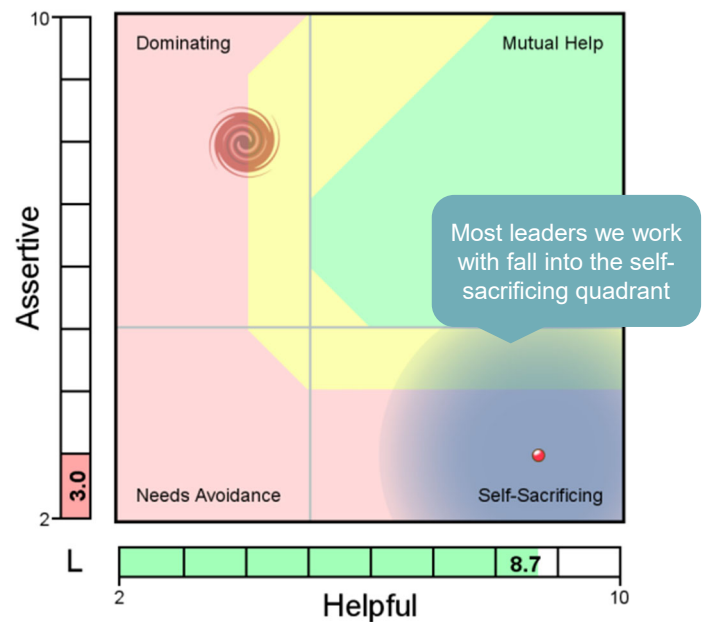
## What gets in the way?

Harrison Assessment looks at behavioral preferences and tendencies.

*Equity Mindset Definition:*

*The tendency to assert one's needs and respond to others needs*

## Equity Mindset



# MEASURES OF SUCCESS



**How are you measuring your success on a daily and weekly basis?**

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# MEASURES OF SUCCESS



Many leaders/executives base their personal success on their production and outputs

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# MEASURES OF SUCCESS



Reframe to focus on the “inputs” and the way you spent your time

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**USE FILTERS  
AND  
QUESTIONS TO  
HELP  
EVALUATE  
YOUR  
SUCCESS**



How did I develop my team today?



How did my actions align with our strategic direction?



Where did I move our strategy forward?



What did I explore about the environment and how did I connect it to our strategy?



What steps did I take to develop myself and continue my professional development?

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**Position Yourself for Success**

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## Position Yourself for Success

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- Start with what you can **STOP** doing
- **Structure** your time, your day, your week
  - Include people time, thinking time, performance development time, and flexibility for the unknown
  - Understand when you're at your best
  - Use tools to be **relentless** such as your calendar and notification management
- **Assess** progress regularly – at least weekly

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**Set Clear Expectations**

# Feedback

## About one-in-four workers say they rarely or never get feedback from their manager

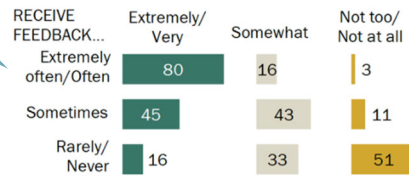
% of employed adults saying they receive feedback on how they're doing their job from their manager or supervisor ...

The more feedback is received, the more satisfied employees are with the amount of feedback

66% of employees don't receive enough feedback



% of employed adults saying they are \_\_\_ satisfied with the amount of feedback they receive based on how often they receive feedback



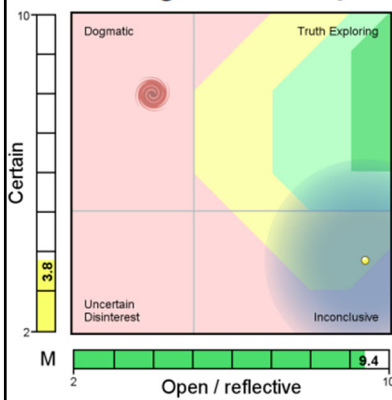
Note: Based on workers who are not self-employed. Share of respondents who didn't offer an answer not shown. Source: Survey of U.S. workers conducted Feb. 6-12, 2023. "How Americans View Their Jobs"

PEW RESEARCH CENTER

Source: <https://www.pewresearch.org/social-trends/2023/03/30/how-americans-view-their-jobs/#how-workers-are-experiencing-the-workplace>

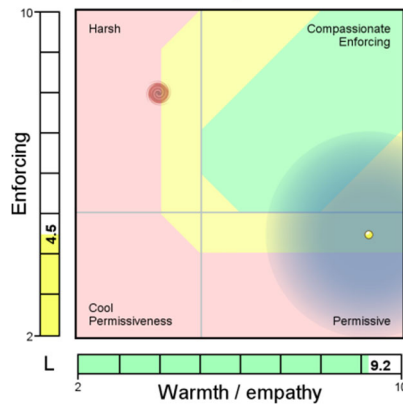
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### Insightful Curiosity



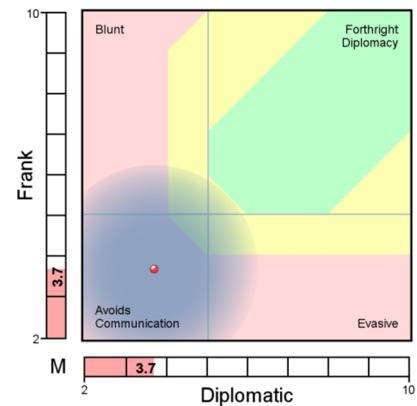
The tendency to explore different viewpoints and make conclusions

### Coaching Mindset

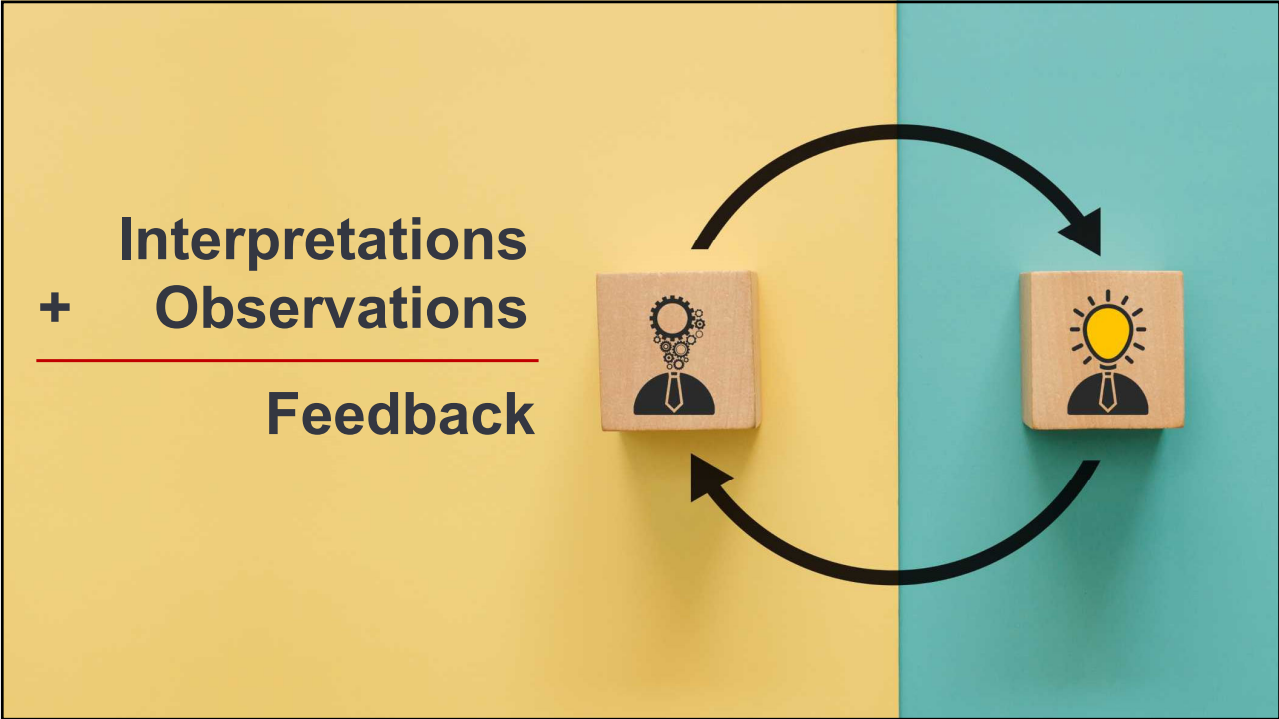


The tendency to be warm, empathic, and hold others accountable

### Respectful Candor

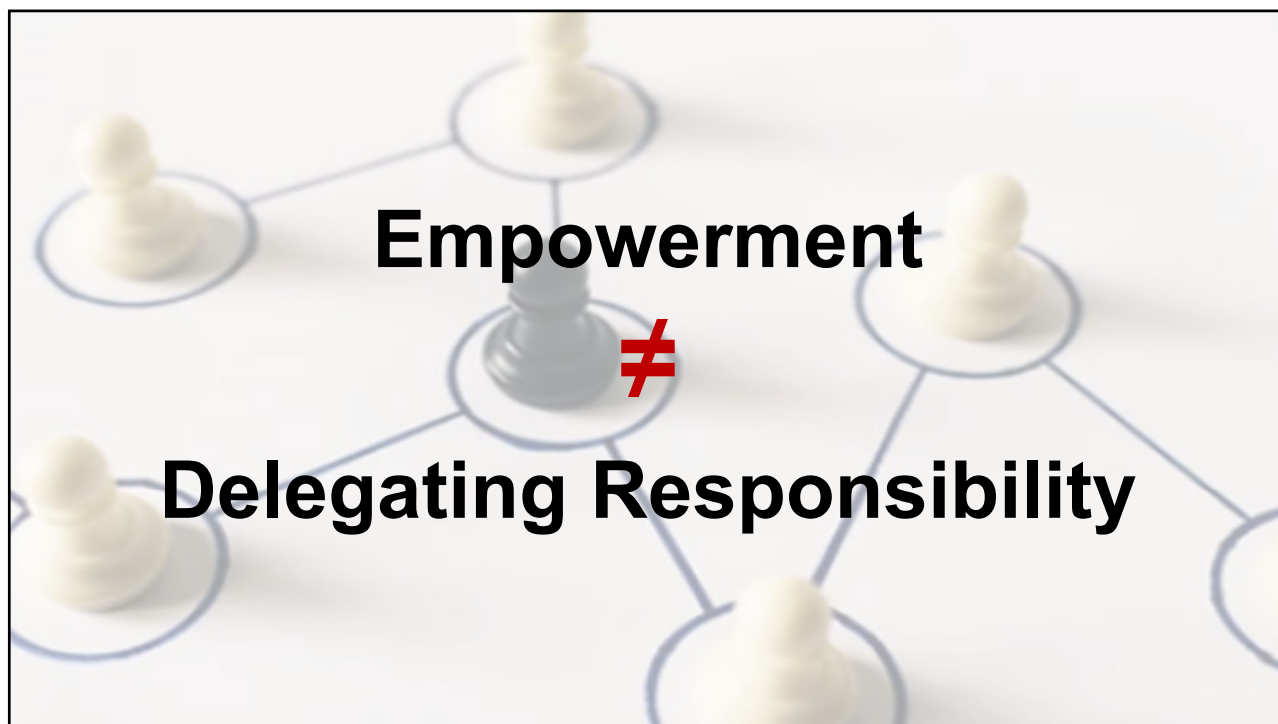


The tendency to communicate in a respectful and straightforward manner

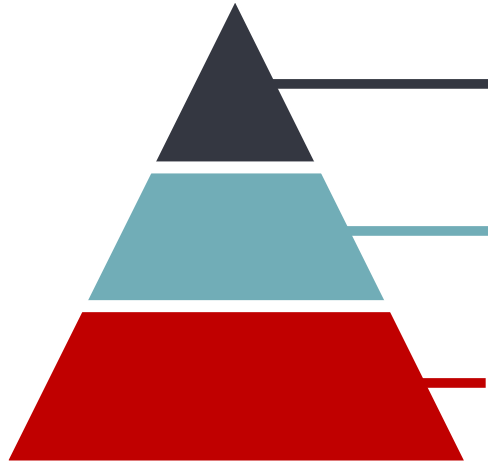


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**Empower Your Direct Reports**



### 3 Levels of Decisions



**Level 3:** A decision that cannot be made without input from the leader

**Level 2:** A decision that a direct report makes on their own and tells the leader about, along with rationale as to why they made the decision

**Level 1:** A decision that a direct report makes and does not need to tell their leader about

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**Interpretations  
+  
Observations**  

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**Feedback**



## Tips & Tricks

- Reframe your personal measure of success using different filters
- Identify 10 things you can stop doing or delegate
- Structure your time, use your tools, & assess regularly
- Provide more feedback and include observations
- Implement 3 Levels of Decisions

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**Thank You!**

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