



# From Caterpillar to Butterfly

*Transitioning From Manager to Leader*





# Group Activity

In pairs or small groups, discuss the following:

- What is the difference between a leader and a manager?
- What makes a good leader?
- How do you recognize a leader?



Be prepared to share your responses with the class.



# Manager vs. Leader

---

## Manager

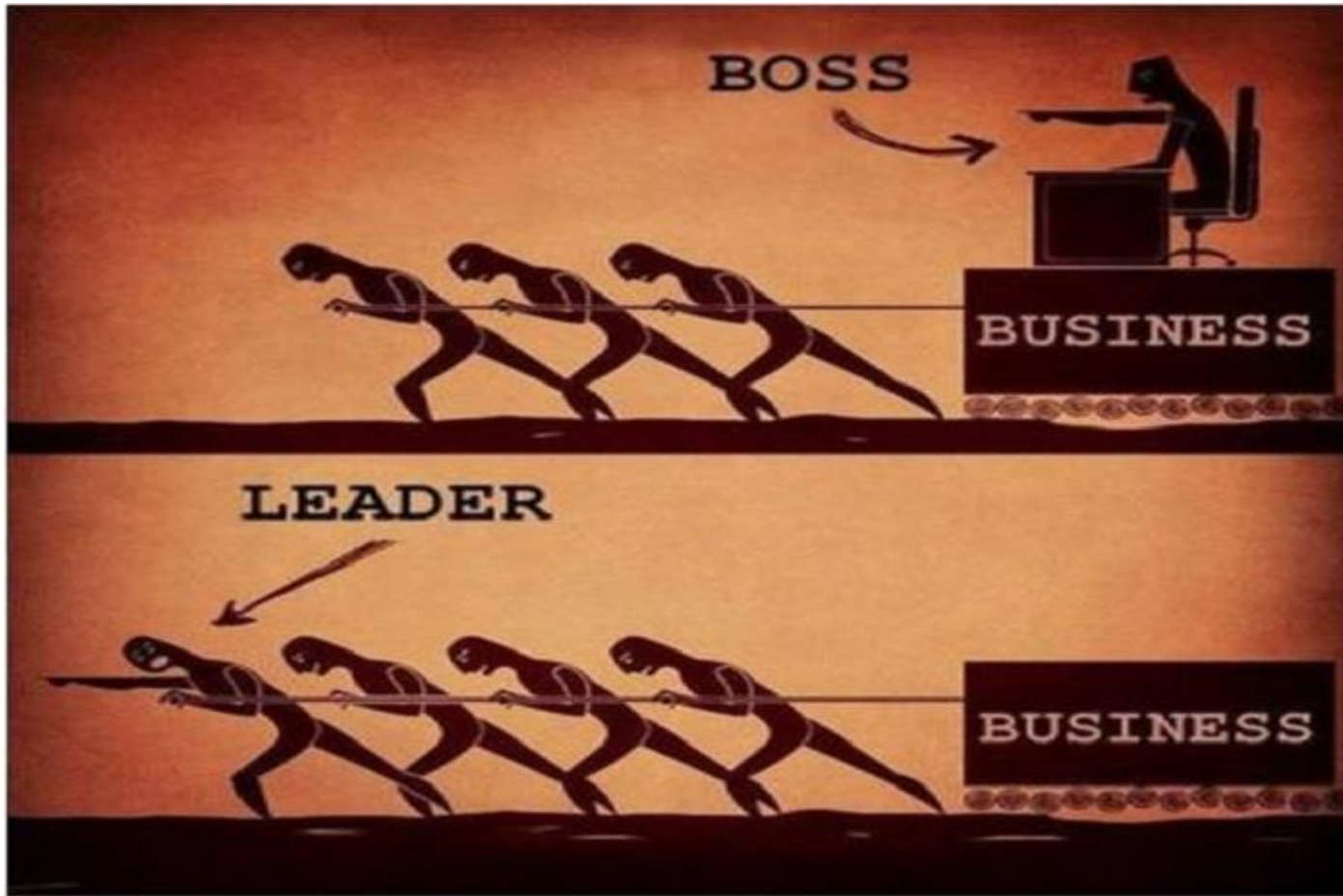
- Tactical/operational (short-term thinking)
- Influences through rules/policies
- Has subordinates
- Focus on work
- Risk adverse
- Promotes stability
- Reactive
- Hoard resources

## Leader

- Strategic/visionary (long-term thinking)
- Influences by example
- Has followers
- Focus on developing people
- Risk taker
- Promotes innovation/change
- Proactive
- Share resources



# How Do We Become a Leader?





# Stage 1: Egg

***Most basic stage of butterfly (leader) growth.***

➤ ***Promotion to a higher level of responsibility.***

- Usually promoted for technical proficiency (subject matter expertise)
- Don't always possess soft skills required for supervising and/or leading people
- Time for assessment/identifying gaps in service, production, knowledge or skills





## Stage 2: Caterpillar/Larva

***Feeding and growth stage of a butterfly (leader).***

- **Gathering and storing knowledge, information and contacts**
  - Honing political savvy
  - Enhancing emotional intelligence (EI/EQ)
  - Learning to navigate senior exec/leadership circles
  - Developing partnerships across all levels
  - Training to supplement expertise







## Stage 3: Chrysalis/Pupa

***Transformation stage of the butterfly (leader); caterpillar tissues are broken down and the adult structures are formed.***

➤ ***Application of knowledge gained and EI/EQ***

- Strategies are developed and implemented
- Processes and products are innovated and streamlined
- Followers are provided with feedback for growth
- Resources are shared





## Stage 4: Adult

***Mobile and reproductive stage of the butterfly (leader);  
colonization/establishment of new habitats.***

➤ ***Leaving behind a legacy.***

- Involvement in coaching and mentorship programs
- Leading extracurricular groups/service activities
- Sharing strategies/KSAs/best practices/resources
- Grooming replacements







# Takeaways

- **Leaders are strategic, not tactical.**
  - Big-picture thinkers; visionaries
  - Create line-of-sight
  - See all sides of an issue
  - Understand the tactical (granular), but delegate
  - Motivate others and generate excitement





# Takeaways (con't)

---

## ➤ Leaders lead by example.

- Fair and ethical decision-making
- Buffer for employees (the buck stops with them)
- Personal and professional growth
- Work-life integration
- Open and consistent communication
- Transparency
- Own their mistakes
- Don't ask of others what they wouldn't do themselves



# Takeaways (con't)

---

## ➤ Leaders are self-aware.

- Know their strengths and weaknesses
- Highly- developed interpersonal and communication skills
- Not afraid to ask for feedback on performance or ideas
- Empathic (ability to experience the feelings of another) and sympathetic (able to care for and understand the suffering of others)



## Takeaways (con't)

- **Leaders take the time to cultivate relationships.**
  - How well do you know the people working for you?
  - Employ emotional intelligence (EI)
  - Support employee engagement and diversity and inclusion
  - Work across borders/siloes





# Takeaways (con't)

## ➤ Leaders grow people.

- Mentor younger, less seasoned professionals
- Connect others to resources
- Include employees in decision-making
- Celebrate accomplishments
- Reward employees
- Discipline when necessary





# Takeaways (con't)

---

- **Leaders ultimately leave a legacy.**
  - Leave something better than how they found it
  - Establish new processes, develop new products and templates, and recruit the next generation of workplace rock stars
  - Groom others to take their place





# Resources

---

Blanchard, K. (1985, 2013). *Leadership and the One-Minute Manager*. New York: Harper Collins.

Blanchard, K. (2010). *Leading at a Higher Level*. Upper Saddle River, NJ: FT Press.

Cain, S. (2012). *Quiet: The Power of Introverts in a World That Can't Stop Talking*. New York: Random House, Inc.

Johnson, S. (1998). *Who Moved My Cheese? An Amazing Way to Deal With Change in Your Work and in Your Life*. New York: G.P. Putnam's Sons.



## Resources (con't)

---

Kahnweiler, J. ( 2009). *The Introverted Leader: Building on Your Quiet Strength*. San Francisco: Berrett-Koehler Publishers, Inc.

Maxwell, J. (2014). *Good Leaders Ask Great Questions*. New York: Hachette Book Group.

Wakeman, C. (2010). *Reality-Based Leadership. Ditch the Drama, Restore Sanity to the Workplace, & Turn Excuses Into Results*. San Francisco: John Wiley & Sons, Inc.

Walton, D. (2012). *Emotional Intelligence: A Practical Guide*. New York: MJF Books.





## **Glorimar Maldonado**

*Interim Deputy Director,  
Chief Recruitment Officer*

Talent Acquisition Division | Office of Human Resources

Telephone: 202-690-6535

E-mail: [glorimar.maldonado@hhs.gov](mailto:glorimar.maldonado@hhs.gov)

*The findings and conclusions in this presentation are those of the author and do not necessarily represent the official position of the U.S. Department of Health and Human Services.*