



# 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](https://www.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

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## Share Progress & Results

All Hands, newsletters, showcases

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## 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

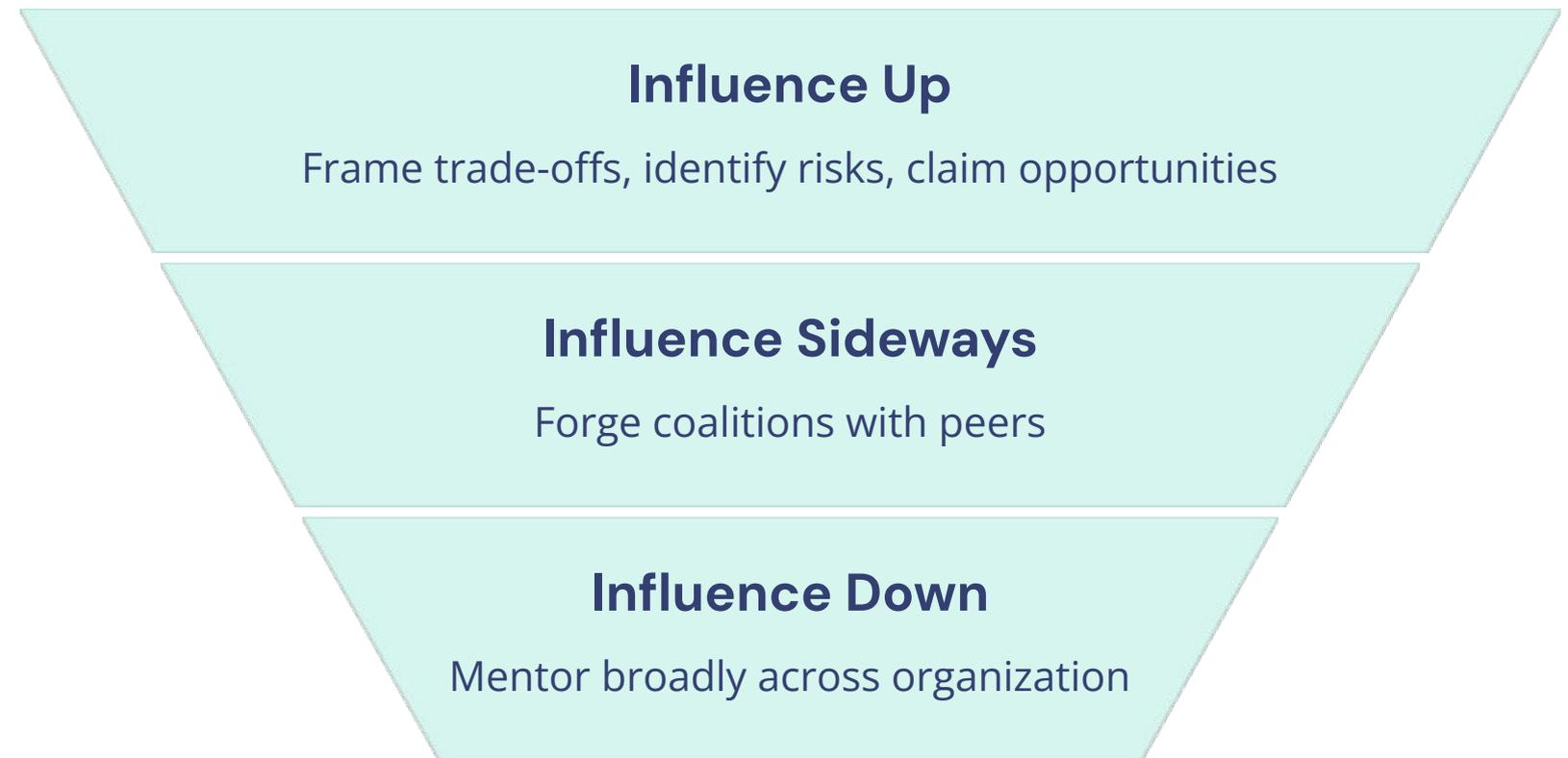


## Iterate

Start small, test, gain feedback



# Operating as a Strategic Influencer



# 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

## Breaking through the Manager Ceiling



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