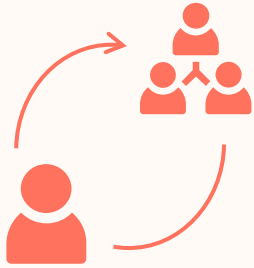


TGFOA Spring 2026 Institute



Making the Shift to Leadership

Yolanda Dillard, CPTM
UT MTAS



**40-60% of new
leaders **fail** within
first two years**

Gap in Leadership Preparedness

58%

Did not receive
training

10 Years

Time in role before
receiving training

44%

Felt unprepared
for their role



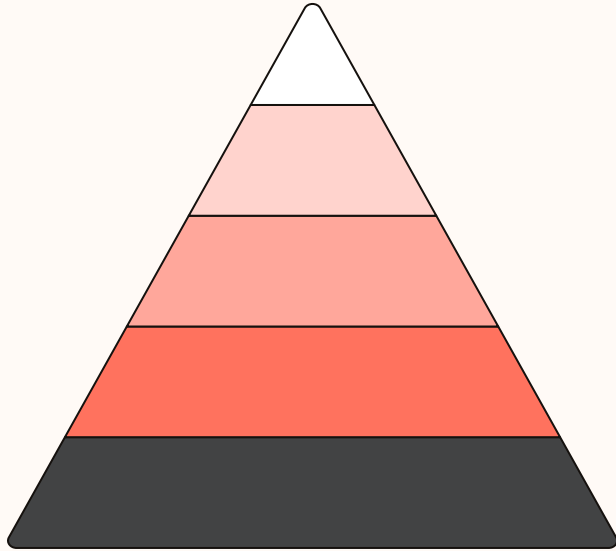
**Biggest cost of
poor leadership?**

Retention!

Retention!

Retention!

Cost to Replace Employees



Senior Executives: Up to 213% of annual salary

Professionals/Mgmt: 75-125% of annual salary

Clerical/Administrative: ~ 50-80% of annual salary

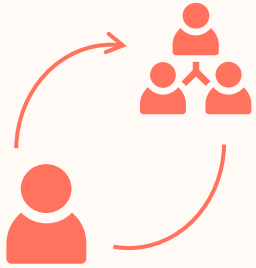
Hourly/Service Workers: ~ 40-70% of annual salary



Change the way your people are managed.

Jon Clifton, CEO
Gallup

What got you here won't get you there



Shift Your Mindset

Doer → Developer

Six Mindset Shifts

- Doing vs Coaching
- One Way vs Many Ways
- Solving vs Anticipating
- My Success vs Team Success
- Narrow Focus vs Big Picture
- Friend vs Friendly

Shift 1: Doing → Coaching



Guiding questions develops analytical reasoning skills

Builds autonomy and creates resilient teams

Builds critical thinking and decision making skills

Shift 2: One Way → Many Ways



Encourages diverse problem-solving, innovative thinking and ownership

Embrace different workflows and tools

Intervene when it violates safety, policy, accuracy, etc.

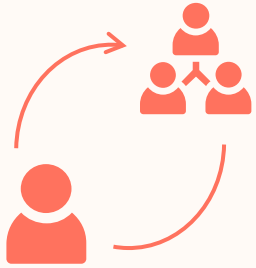
Shift 3: Friend → Friendly

Preserve fairness by setting clear boundaries that respect both relationships and the role

Be approachable and supportive to everyone to strengthen credibility

Consistency in communication and accountability prevents perceptions of favoritism

Leadership is a practice – not a position



Navigating the Transition

Peer → **Leader**

**Trickier than it
seems...**

Common Challenges

Balancing relationships
with authority

Setting/enforcing
expectations consistently
and clearly

Adapting to
increased visibility

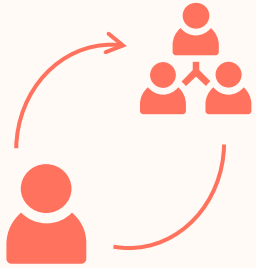
The “Reset” Conversation



- **Acknowledge Role Changes**
- **Commitment to Team Growth**
- **Clarify Expectations**

1-on-1 talk to clearly but respectfully reset roles

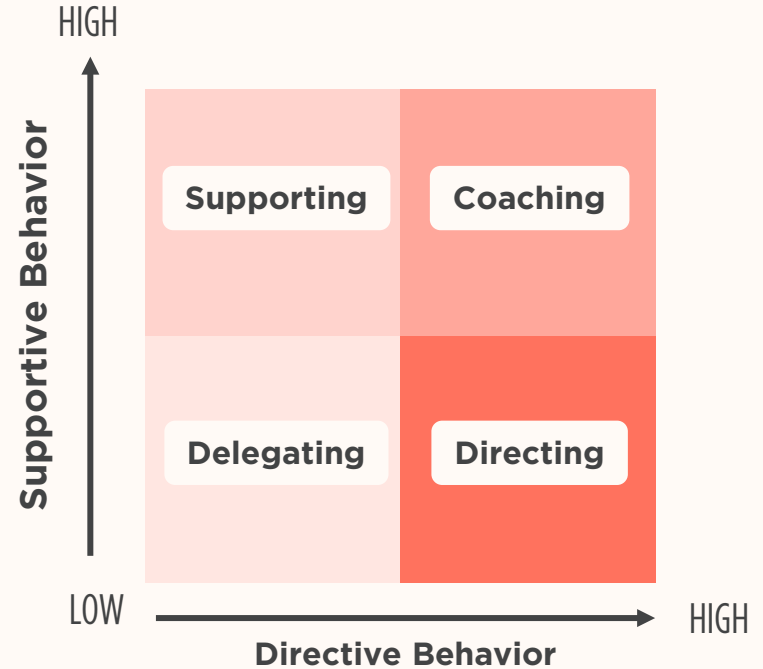
Leadership is not one size fits all



Core Leadership Practices

Match Your Leadership Style to Readiness

- Employee skilled?
- Employee motivated?
- Match leadership style accordingly.



Prioritize Like a Leader

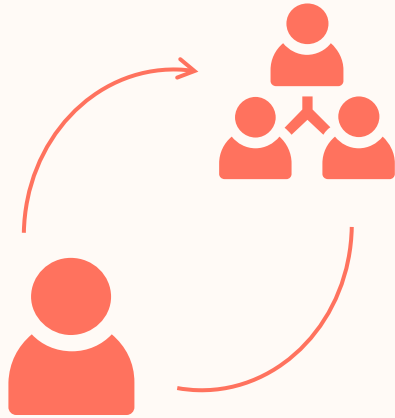
	Urgent	Not Urgent
Important	Do Now	Decide
Not Important	Delegate	Delete

Protect Your Energy



Practice routine self-care

Model healthy boundaries



Leadership is a daily practice.
It's not about titles.

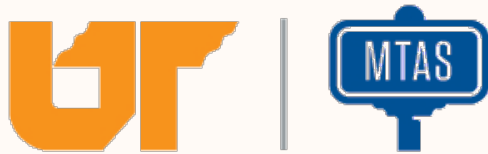
Small shifts determines
workplace culture, retention,
and performance.

Start: One coaching behavior

Stop: One control habit

Continue: One culture-building habit





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