



spare change

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My two-cents toward sparking transformation

Your Leadership Sweet Spot

"Answers to career questions come within one's self."

~Gene Dalton

Think about the best job you've ever had. You're succeeding. You're engaged. You're happily learning new skills. And your firm loves you. You're in your "Leadership Sweet Spot."

That's the term Zenger and Folkman have coined in their book, **The Extraordinary Leader**. Jim Collins applies the same principles for his "Hedgehog Concept" that he shares in the classic, **Good To Great**. It's where your strengths combine with your passion. AND your firm values what you do.

It's clearly a great place to be. Check out the model below:





If you're not at your "sweet spot," how do you consciously work to get there?

First, ask yourself what your own core competencies are. Those technical skills and abilities that come naturally to you, skills that you know people value. They may include technical knowledge, special expertise or behaviors where you excel. In short, we all have skills and abilities that come to us more easily than others. Do you know what those competencies are for you? What strengths do people talk about when they provide feedback on your performance?

Next, what competencies does your firm value? What are those skills that benefit the organization? Whether you believe the firm "ought" to value one competency or another, the fact remains that working in an organization that values your competencies is integral to operating in your Leadership Sweet Spot.

Next, examine your passions – those things you love to do, apart from how well you do them. What are your interests? What are you doing when you lose all track of time? What areas of your life give you personal satisfaction? You may have passion for sports, even if you're a lousy athlete. You may love the arts but can't sing in key. Get the picture?

Apply This Model To Your Life

Years ago as a practicing CPA, I landed in a practice niche that included the valuation of closely held businesses. I definitely had skills in this area and enjoyed a great reputation. The niche was even a skill set my firm valued, but unfortunately, I had no passion for the area. I had not been proactive about understanding where *my* sweet spot was and I found myself way outside of it. It was time to make a change.

I took a deep dive (through work with my coach) to understand myself, my strengths and talents better. I asked myself: What are *my* leadership competencies? What are *my* passions? And what does *my organization* need and value that I provide? I finally took a proactive look at where I stood with respect to my leadership sweet spot – and Werner Coaching & Consulting was born.



Don't let another year go by. Ask yourself where you sit with respect to your Leadership Sweet Spot. Doing the work can provide you with the clarity to either:

- a.) Celebrate that you're there!
- b.) Identify the areas you need to adjust.
- c.) Or seek other opportunities where you can maximize your skills and passions while meeting your organization's needs.

About the Author: **Mary C. Werner, CPA, MOD** is the founder of *Werner Coaching and Consulting, Inc.*, a firm that builds on her more than 25 years of accounting, business and financial consulting experience. Mary is a certified executive coach and provides coaching to individuals and teams as well as organizational development consulting to facilitate individual and organizational change efforts. For more information, visit www.wernercoaching.com or contact Mary directly at Mary@wernercoaching.com