

# 1. You need to change your mindset when you become a leader.



**People skills account for 80% of your success as a first-level leader. Technical skills account for 80% of your success as an individual contributor.**

When you were an individual contributor, your results were the work you did. Now you're a first-level leader, so you own the results of everybody on your team. Your role is now to get results with and through others. You're still responsible for personal benchmarks but they take a back seat to ensuring that your direct reports hit their benchmarks, while they grow, learn, and even become leaders themselves. In other words: your people are your results.

## Insight Exercise

Identify the paradigms that made you successful as an individual contributor and compare them to those of a leader. For example:

### Individual Contributor's Mindset

- My own work is my number-one priority.
- I should always have the right answer.
- My validation comes from the recognition of my performance.

### Leader's Mindset

- My number-one priority is to get results through my team.
- My role is to help my team find answers to problems.
- My validation comes from the performance of my team and the growth of my people.

Pick one or two each week to consider and reframe.