

THE LEADER'S IDENTITY GUIDE



TEAMFOCUS
PLUS

A brief from Team Focus Plus | 2026

Why leaders struggle as their role changes — and why more leadership skills are not the answer



LEARN MORE

The Challenge

Leadership is a big investment. So why doesn't it always change the way people lead?

Leaders are taught to delegate, coach, give feedback, manage performance, have difficult conversations and think strategically.

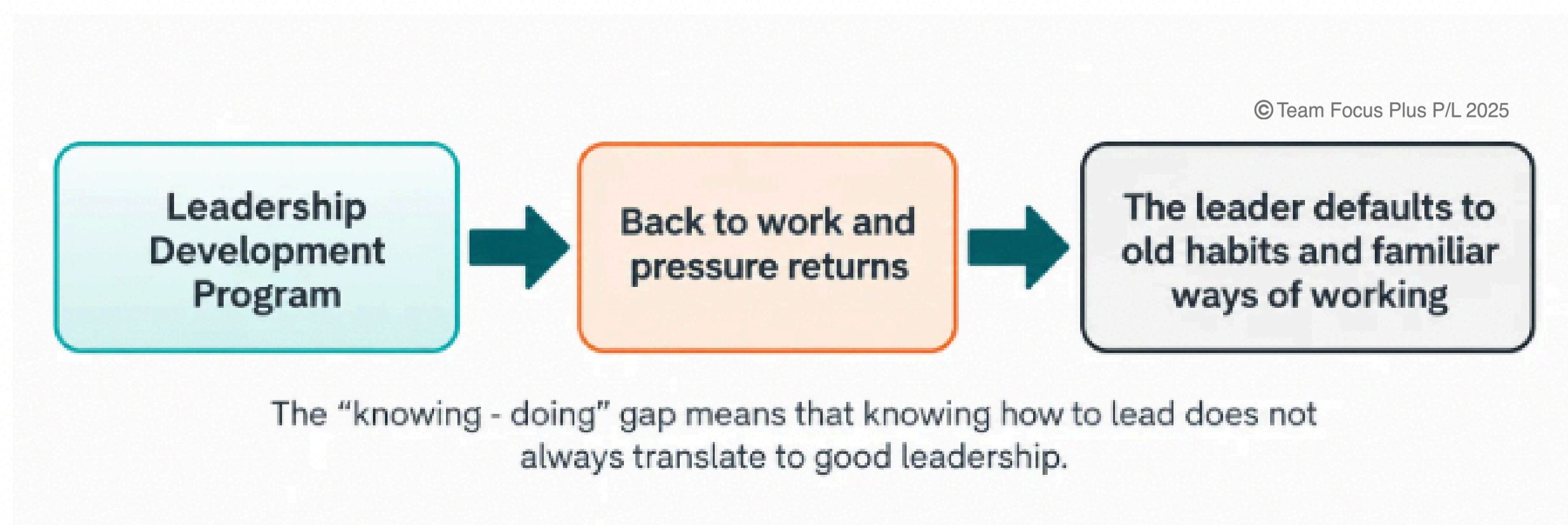
Yet the same problems keep recurring:

Senior leaders get pulled into operational detail.

Leaders “dip down” and solve problems their people should solve.

Time poor leaders are constantly firefighting because they “can’t let go.”

Under the pressure of returning to work leaders fail to implement what they learned in a leadership development program.



What if the problem lies at a deeper level than skills and behaviour?

After nearly 30 years working with leaders, teams and culture, I have learned to recognise and develop the attributes that sit underneath leadership behaviour.

Leaders need help building the identity that will make them successful in their current role.

Success shapes us

01 IT'S ABOUT TRANSITION

Most leaders are promoted for good reasons.

- They are capable.
- They solve problems.
- They get things done.
- They develop expertise and judgement.
- People learn that they can depend on them.

Over time, those experiences influence how the leader sees themselves and where their value comes from.

“Past leadership success doesn’t guarantee future leadership success.”

Then they are promoted and the title changes. Accountabilities change. The team changes. What the organisation needs changes.

But does the leader change at the same pace?

What if the role has moved on, but the leader is still leading from what made them successful in their last role?

This is what we call the Leader’s Identity Gap.

The Leader's Identity Gap

02 LEADERSHIP IS CONTEXTUAL

What an organisation needs from a frontline leader is different to what it needs from a middle manager, senior leader or executive.

As responsibility increases, leaders need to create results **through other people** and lift their attention beyond immediate activity to broader, longer-term priorities.



© Team Focus Plus P/L 2025

A transition is needed but making that transition isn't as simple as it sounds.

Most leaders get caught in a knowing – doing gap where they know they need to be more strategic but still spend too much time dealing with operational issues, or they want their people to take ownership but keep stepping in to make sure it's "done right."

The only way to close the Leader's Identity Gap is by working at the identity level.

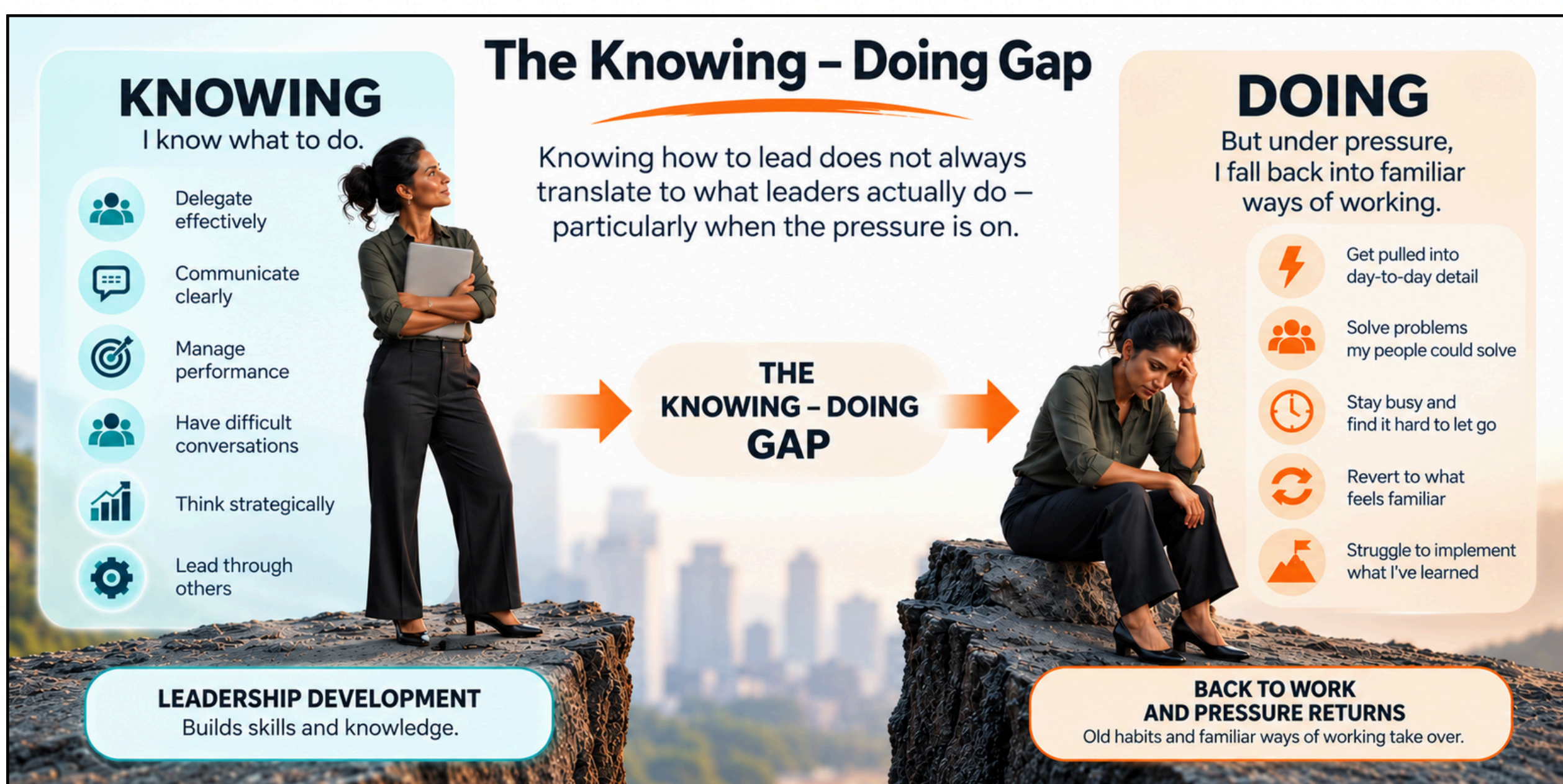
A deeper solution

04

WHY IT'S ABOUT MORE THAN SKILLS

Leadership skills matter. Good leaders need to know how to delegate, coach, communicate, manage performance, think strategically and lead through others.

But knowing a skill doesn't guarantee they will use it. Particularly when the pressure is on.



© Team Focus Plus P/L 2025

We've learned that leadership development needs to look beyond what leaders *know* and go deeper into who they *are* as a leader and how that influences how they lead – because identity and beliefs drive behaviour.

Organisational Reflection

05

A QUESTION FOR YOUR ORGANISATION

Think about the leaders in your organisation. Not just your emerging leaders. Your middle managers, senior leaders, and executives.

Then consider these five questions:

- 01** Are your leaders leading at the level their role actually requires?
- 02** Are leaders still doing work or making decisions that could sit at the level below?
- 03** Are your leaders building capability in their people — or creating dependency without realising it?
- 04** When people are promoted, does your organisation help them make the transition?
- 05** Are your leaders supporting the development of the leaders below them?

What do your answers suggest about how your organisation is developing their leaders?

It might be time for a deeper approach.

A different starting point

06

WHAT IF YOU COULD HELP LEADERS BUILD THE IDENTITY THEY NEED TO BE SUCCESSFUL IN ANY AND EVERY ROLE?

Leaders dip down because their leadership identity didn't keep pace with their promotions and they are still operating out of the identity that made them successful in their first role.



© Team Focus Plus P/L 2025

The Leader's Identity Guide helps your leaders understand who they've **been**, who they are currently **being**, and who they need to **become** as a leader.

Talk to us to find out how you can help your leaders transition so they are not promoted beyond the level of their current identity.

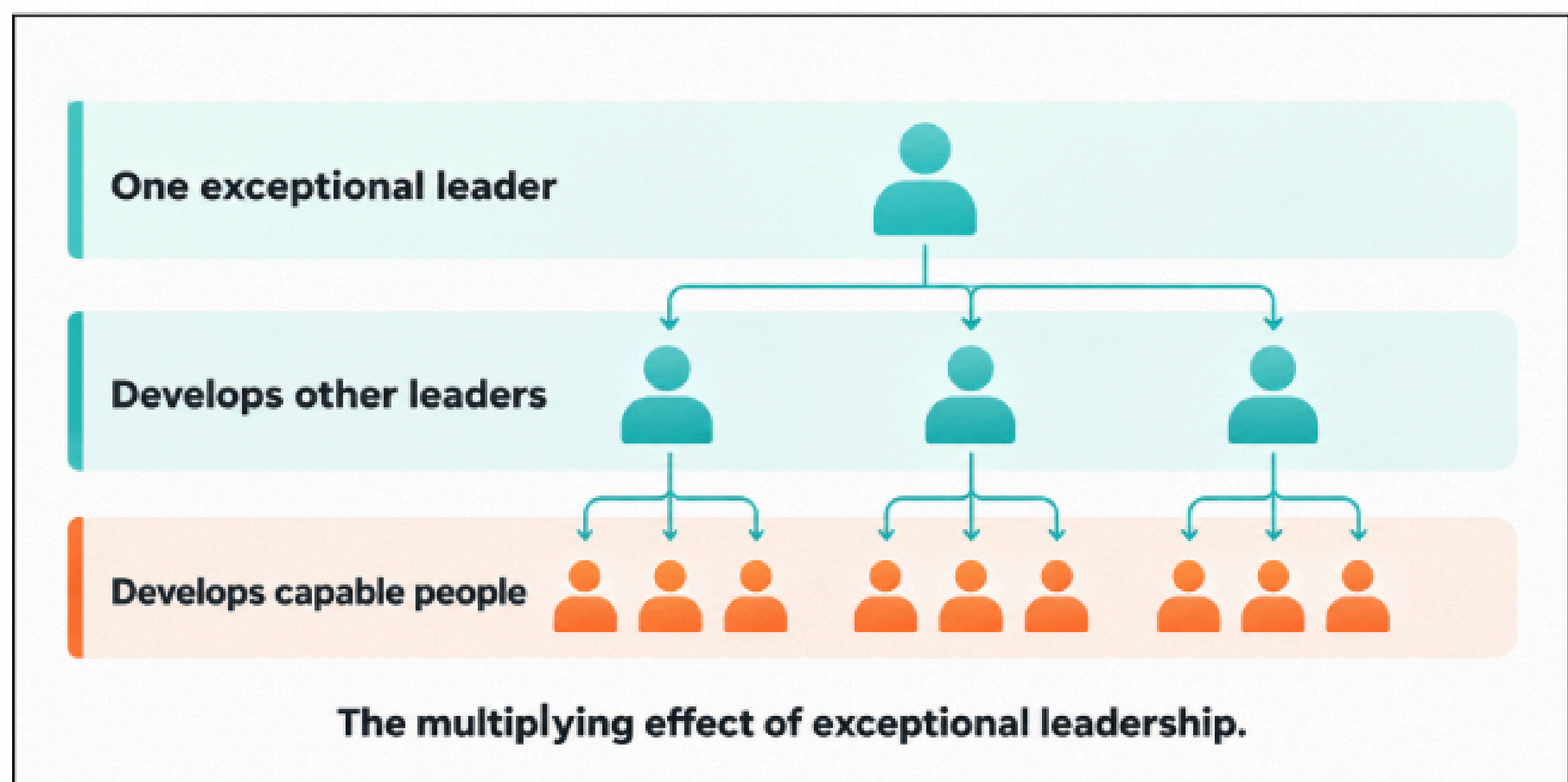
Build Exceptional Leadership

07

EXCEPTIONAL LEADERS BUILD LEADERSHIP IN OTHERS

As leaders progress their impact increasingly comes through the capability they develop in the people that report to them:

- A leader who solves problems can create results.
- A leader who develops people to solve problems builds capability.
- Exceptional leaders develop the type of leadership that builds an organisation.



© Team Focus Plus P/L 2025



GO BEYOND SKILLS AND GET TO THE HEART OF THE PROBLEM

The Leadership Identity Gap can appear at every level of an organisation.

The Leader's Identity Guide provides a practical way to help leaders understand what their role requires, examine what is influencing the way they lead and make the transition their role now requires.

Talk to Ross Judd and the Team Focus Plus team about *Leadership Identity* and what it could mean for the leaders in your organisation.

[Discover The Leader's Identity Guide](#)

[Let's talk](#)

[Click here or scan:](#)



Email: ross@teamfocusplus.com
Book a FREE conversation: [Learn more](#)
LinkedIn: [Click to connect with me](#)



**or scan to
connect with me**

Ross Judd — Founder, Team Focus Plus

Leadership | Teams | Culture