

LEADERSHIP GUIDE

5 Signs Your Leaders Need More Than *Another Training*

How to tell when your leadership bench needs real development, what each sign tends to cost, and the questions worth asking before the gap gets wider.

Change Navigators

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Leadership gaps rarely *announce themselves.*

They show up quietly: a strong performer who struggles after a promotion, a team that stops speaking up, a manager who is always busy but never developing anyone. By the time the gap is obvious, it has usually already cost you people, momentum, or both.

Use these five signs as a quick gut check. If two or more sound familiar, your leaders likely need development that goes deeper than a one-time session.

1 Your best individual contributors are struggling as managers.

WHAT YOU NOTICE

People promoted for their expertise keep doing the work themselves, avoid hard conversations, or seem overwhelmed by leading others.

WHY IT MATTERS

Leading people is a different skill set than doing the work well. Without support, you can lose a great contributor and gain a struggling manager.

> *What support does a new manager here get after the title changes?*

2 You can name your high potentials, but not their plan.

WHAT YOU NOTICE

Everyone agrees who the rising stars are, yet no one can describe how those people are being prepared for what comes next.

WHY IT MATTERS

High potentials who are not developed tend to get more work instead of more growth, and they are often the first to look elsewhere.

> *If a key leader left tomorrow, who is ready, and how do we know?*

3 The same few people are carrying everything.

WHAT YOU NOTICE

A handful of dependable leaders absorb every urgent request, every new initiative, and every difficult situation, while their own energy quietly drains.

WHY IT MATTERS

Overreliance on a few people is a hidden risk. Burnout and compassion fatigue often go unnoticed until someone disengages or resigns.

> *Who would we be in trouble without, and how are they really doing?*

4 Leaders communicate the way they prefer, not the way their people need.

WHAT YOU NOTICE

Recurring friction between personalities, feedback that lands badly, and conflict that is avoided until it boils over.

WHY IT MATTERS

When leaders don't understand their own work style or how it affects others, small misunderstandings grow into disengagement and turnover.

> *Do our leaders know how they come across, and do they adjust?*

5 Training happened, but nothing changed.

WHAT YOU NOTICE

People enjoyed the session, the evaluations were positive, and a month later behavior looks exactly the same.

WHY IT MATTERS

Insight without practice fades fast. Development sticks when leaders practice in the room and leave with tools they keep using at work.

> *What did leaders take back to work from the last program, and are they still using it?*

WHAT TO DO NEXT

Recognized a few of these? *Start here.*

You don't need a massive program to make progress. Most organizations get further by focusing on the one or two gaps that matter most right now.

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